

# MQ

MANAGEMENT  
QUARTERLY

*SPRING, 1961*

A GUIDE TO BETTER MANAGEMENT

## THE BOARD ROOM

*Are the Wells Running Dry?*

## USE OF UTILITY RADIO

*By Harold Backen*

## THE AGRICULTURAL CENSUS

*By Ray Hurley*

## THE MANAGEMENT AUDIT

*By James D. Kelly*

## ANNUAL WORK PROGRAMS

*By Wesley Jackson*

## THE LABOR FRONT

*Grievance and Arbitration Procedures*

## APPRENTICE TRAINING PROGRAMS

*By Karl B. Crawford*

MANAGEMENT SERVICES DEPARTMENT  
NATIONAL RURAL ELECTRIC COOPERATIVE ASSOCIATION

# MANAGEMENT QUARTERLY

Spring 1961

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Barely Begun . . . .

## Use of Utility Radio

By HAROLD BACKEN

**T**HE future use of radio by electric utilities is unlimited; new developments and research now under way will provide for uses that presently seem fantastic. Radio has recently become one of the valuable tools of management, and as time goes on it will become more and more indispensable.

There are many ways to communicate. Over a considerable distance, however, the medium of transmission must be instantaneous; radio meets this requirement. In utility radio operations, voice transmission is used as the primary method of exchanging intelligence. Voice communication is very wasteful of spectrum space and is considered a most inefficient method.

Operators of utility radio systems are familiar with the congestion in the frequency bands, and the necessity to "stack" kilocycle band assignments on top of each other on the same frequency. In the United States, there are some 24,000 utilities that are eligible in the power radio service. With approximately half of these licensed, what would the air be like if some morning all those eligible would be on the air? Surely, many utility communication systems would be useless.

### Tone Signalling

Technical advances have made possible more and more use of assigned spectrum space through split channels and narrow band operation, and further advances in this direction are expected, but it will not be sufficient. To make more efficient use of this spectrum space, the

use of coded tones will offer considerable relief. Tone signalling has for several years been used for "outage locators" with various degrees of success. New equipment on the market promises more extensive use of such devices. Other operations that might be performed from a central location by the use of tone signalling might be:

1. **The control of off-peak loads**, being able to turn them off or on at will. This function is now performed by time clocks in most instances, but clocks get out of step during outages and do not recognize holidays. To perform this function by coded tones on mobile frequencies would permit substantial economies for both the consumer and the utility, and it would permit the disconnection of non-essential loads during certain emergency periods of system disturbance. Wire circuits for this purpose are impractical, and very uneconomical and unreliable because of the remote and scattered locations at which this function must be performed.
2. **Substation alarm indicators**, that would transmit several types of information from unattended substations to a central attended location. Information that could be transmitted might be:
  - (a) High temperatures of equipment
  - (b) Switching operations
  - (c) Presence of grounds or other abnormal conditions in a station
  - (d) Load data from various feeders
3. **The supervision and control of pole-top switches**, providing for the operation of pole-top switches from a central

control point and the ability to check the position of each switch. It would be impractical and uneconomical to provide wire or carrier circuits for this operation; since circuits must be available on a 24 hour-a-day basis, the actual operating time would be only a few seconds per week. Thus, use of coded tones on mobile frequencies could perform this function most economically and with a minimum use of air time.

4. **Control of capacitor banks**, controlling a number of capacitor banks from a central location.
5. **Phase identification**, permitting identification of the phase of power line conductors. This could be done by comparing a phase of the power line conductors with a phase identification tone transmitted by a base station. Each such operation would require transmission of a tone of a few seconds duration. In a large utility, this would amount to not over ten or twenty brief transmissions per day.
6. **There are many operations** of a similar nature that could be accomplished by use of coded tone signalling, such as reading demand, or totalizing meters, for momentary telemetering and supervisory control of key points, on a secondary basis as a back-up for conventional methods.

The use of microwave by power utilities is growing by leaps and bounds, primarily by the larger power companies. The cooperatives, PUD's and municipals have been slow to make use of this medium of communication, but for the future it must be considered in the overall planning for a communication system.

#### Radio Signals—Utilities' Aid

There are many other ways that radio signals could accomplish useful operations for electric utilities, some of the most promising possibilities being as follows:

- The operation of hydro-generating stations by use of closed circuit industrial TV transmitted to a central point via microwave (this is in use by Southern California Edison Company).
- Slow scan video transmitted over microwave for meter readings. (This is being done very successfully by the Idaho Power Company to obtain periodic readings of the power interchange with Bonneville Power Administration at La Grande, Oreg.)



**H A R O L D**  
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15 years the  
manager of  
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tric Co-op in  
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the reserve rank of Lt. Colonel in the U. S. Air Force. He received his BSEE from Montana State College and has completed the seven NRECA Management Institutes. He is vice chairman of the National Committee for Utility Radio and the president of Ruralite Services, Inc., Portland.

- The use of facsimile for utility operation, where an order to a crew or serviceman in the field would appear on a printed sheet. If the truck were unattended for a period, for instance, when the serviceman returned he could have several connect or disconnect orders waiting for him. This would eliminate any resulting errors from misunderstanding.
- There is an instrument on the market for surveying, using a two-station microwave system. This equipment will measure distances from 250 feet to 50 miles within an inch; measurement of time lapse is used and is shown on a dial in millimicroseconds, which can be converted to linear distance.
- Automatic reading of consumers meters by use of radio.
- The application of the new G-line system for microwave in which you may be able to put microwave directly on one-phase wire of a transmission line and carry it for a great distance.
- Forward scatter, which will give you reliable communications over many hundreds of miles at UHF and VHF frequencies.
- Data processing, using microwave to transmit data to processing center, and returning the desired answers or sta-



tistics, also customer billing in a similar manner.

In long-range planning, how much is done for communications? Is our planning of communications as thorough and as complete as transmission lines generating plants or distribution systems? Definitely not. Suppose we compare the protection used on our 60-cycle electrical equipment with that used on our communications equipment and circuits. Our 60-cycle equipment is backed up with back-up protection and more back-up protection. If one relay fails, there are several others that will take over and do the job of the one that failed.

When there is a power failure we take

pains to see that our consumers' needs are taken care of from another source immediately; automatic sectionalizing, automatic transfer, distribution reclosers, three-shot fuses, bus tie circuit breakers, and many other items are all designed to minimize service outages to consumers. Planning for uninterrupted communication circuits is not done on this scale; in communications the minimum equipment is generally used to do the job.

If rural electric managers and operators are to obtain the maximum benefits from the use of radio in operating their systems, it becomes obvious that the reliability of the utility communications systems will have to measure up to the reliability of the system itself.

## Office Management Home Study Courses Offered

In order to provide complete and up-to-date educational assistance for all cooperative office and administrative personnel, regardless of their location, NRECA Management Services has recently added a new educational service. This is a home study course in all phases of office management.

This new course is offered under the joint auspices of Temple University, Philadelphia, Pa., National Office Management Association, and NRECA. This course, offering the latest findings in office management, is designed to supplement but not duplicate the existing series of office management workshops. The course has been designed and developed by outstanding people in the field of office management from educational institutions and business and will parallel, in certain aspects, the content of the present NRECA educational offerings. This will enable people who have not been able to participate in the office management workshop series to avail themselves of similar instruction under the guidance of an outstanding university. It will offer an opportunity for those who have taken the workshops to review and to supplement their knowledge of office management.

The course will include: Development and improvement of office procedures, clerical performance standards, cost control, letter writing, records administration, filing and indexing procedures, paper work simplification, equipment selection, office layout, illumination and decoration,



and developing a training program for clerical personnel.

The new course is now open for enrollment. The enrollment for this ten-lesson course is \$50. This fee includes the cost of the well recognized text, *Office Administration*, by Littlefield and Peterson, lesson correction by a faculty member of Temple University, and mailing fees. A certificate issued jointly by Temple University, NOMA and NRECA will be presented to those successfully completing the course.

Office personnel desiring to take advantage of this excellent university-sponsored course should submit their letter of application with enrollment fee directly to Richard McMahon, Management Services, NRECA, 2000 Florida Ave., N.W., Washington 9, D. C.



## What the Census of Agriculture Shows

By RAY HURLEY

Chief of Agriculture Division, Bureau of the Census

**R**ESULTS of the nationwide Census of Agriculture taken in the fall of 1959 are being made rapidly available in the form of a two-page release for each county and state. Each of these releases contains an average of 425 facts or statistics for 1959. For the entire nation they will provide 1,300,000 facts. About three million copies of these releases will be distributed by the Bureau of the Census. Moreover, facts from these releases are being reproduced and distributed by State Agricultural Colleges, farm publications, and others interested in farming and the farm market. These releases are now available for all counties and states.

The most significant fact revealed by the 1959 Census of Agriculture is change

—change in the number of farms, change in the size of farms, and change in the structure and organization of farms. Projections of the number of farms in the 34 states and 2,200 counties for which data is available indicate that there will be about **one million fewer farms in 1959 than in 1954**. Part of this change, between one-fourth and one-fifth of it, is the result of the change in the definition of a farm. However, the change in the number of farms is greater than the change in any five-year period in our history. This change is part of a long-term trend.

On our farms themselves, new machines, electricity, improved buildings, etc., have greatly reduced the labor requirements to produce an increasing supply of farm products. Since the 1930's the technological revolution in agriculture has made it possible for a declining number of farmers and farm workers to produce an abundant food supply for a rapidly growing population.

During the last 30 years, the number of farms has declined 40%; our farm population, 50%, and the number of persons employed on farms, 40%. At the same time, our total population has increased from 123 to 179-million, or 45%. Yet today, the quantity, quality, and variety of food

*(EDITOR'S NOTE: In a recent issue of Management Quarterly it was mentioned that copies of the new Census of Agriculture are now available for most parts of the country. The census contains a wealth of information that will prove invaluable to every rural electric and telephone system in making long term plans. By noting the trends it is possible to anticipate future demands for electrical and telephone service and plan accordingly.)*

and clothing available to our people are greater than ever before. The great efficiency in the production of food and fibers has produced a far-reaching benefit for our nation by the release of workers from agriculture for employment in other occupations.

The amount of land in farms has not changed greatly during recent decades. Thus, as you would expect, the average size of farms is increasing. In the 33 states (only four southern states are included) for which data has been summarized for 1959, the average size of farms increased from 267 to 321 acres, or 20% since 1954. The number of farms containing 500 acres or more increased 6%. In the same 33-state area, the average value of land and buildings increased from \$87 to \$118 per acre. The increase in the average value of farms for the same area in the five-year period was from \$23,300 to \$36,100, or 55%.

#### **Increase in Irrigated Land**

In the 33-state area, the increase during the last five years in the acreage irrigated was almost 2½-million acres, or 18%. The increase in the acreage fertilized was over 11-million acres, or 15%.

Even though farms have become larger, the proportion of farm operators working off their farms 100 days or more in the 33-state area increased from 25.7% in 1954 to 27.4% in 1959.

The number of farms with gross sales of farm products of \$10,000 or more was 9% greater in 1959 than in 1954, notwithstanding a substantial increase in the number of farms.

The mechanization of farms continued during the last five years. While the number of tractors increased only about 8%, there was a substantial increase of 54% in the number of farms with pickup hay balers and an increase of 41% in field forage harvesters.

#### **Need for Skilled Farm Management**

On the typical family farm the number of skills and scope of knowledge required are greater now than ever before. Many farmers are finding that the needs for increased skills, technical know-how, and managerial ability are so great that they have had to specialize. The increase in farm specialization is one of the significant developments shown by the 1959 Census of Agriculture.

For example, in the 33 states 30 years

ago, 384,000 farmers were raising turkeys. In 1959, only 36,000 farmers were raising turkeys and of these 2,500 farmers were raising 85% or more of all the turkeys. In these 33 states, 2,043,000 farms were growing Irish potatoes 30 years ago; in 1959, only 363,000 farmers were growing Irish potatoes and about 15,000 or 4% were growing 85% of the crop. In the case of apples for the entire United States, more than two million farms grew apples 30 years ago. Now, less than 200,000 farms grow apples and 85% of the apple crop is harvested by about 9,000 growers.

The specialization and commercialization of agriculture create problems in the dissemination of technical and other information and in the selling of production supplies to farmers. These problems significantly differ from what they were 30, 20 or even 10 years ago.

#### **Valuable Management Tool**

The Census of Agriculture is providing millions of facts. Census data has many uses for rural electric and telephone systems in planning future programs and services which must take into account the change taking place in agriculture.

No decade within the memory of living men has opened with such a fantastic combination of problems and opportunities as the 1960's. Among our current problems, one of the greatest and most controversial relates to agriculture. The 1959 Census will help to provide a basis for wise decisions affecting not only almost four million farmers, but all Americans who are not farmers, and who depend upon farmers for their daily needs.



**RAY HURLEY** has been with the Bureau of the Census since 1937 and in his present position as Chief of the Agriculture Division since 1946. He has a B. S. degree

from Pennsylvania State College and an M. S. from the University of Maryland. Born in Sturgills, N. C., he now lives with his family in Glenn Dale, Md.

# management briefs

## The Two-Dollar Business Letter

■ In 1938 it was estimated that the average business letter cost about 50 cents. Ten years later it was 75 cents. By 1952, the figure had edged past the dollar mark, and in May 1957, according to **American Business**, it soared to \$1.70. Now the Family Economics Bureau of the Northwestern National Life Insurance Company sets it at an even \$2.00.

Here's how Northwestern arrived at its estimate:

| Item   | Estimated Cost |
|--|----------------|
| Time spent by the average secretary per letter (includes taking dictation, typing, correcting, looking up words in the dictionary, coffee breaks, and so forth) .... | \$ .75         |
| Manager's dictating time .....   | .70            |
| Stationery, typewriter ribbons, and other materials .....  | .08            |
| Postage and mailing costs ....   | .07            |
| Office overhead (rent, lights, filing, messengers, and so forth) .....   | .40            |
| <b>Total</b>   | <b>\$2.00</b>  |

How effective is your letter writing? Are unnecessary letters being written? Use of form letters ignored? Are your letter-writing practices economical and are they resulting in good consumer and public relations?

*Taken from Supervisory Management, February, 1960*

## The Test of Good Criticism

■ The only way to be sure of your own effectiveness as a critic is to measure your performance against the fundamental rules. Think back over the last few situations in which you had to criticize an employee, and answer these questions:

- Did you focus on the act instead of the person?
- Did you pick the best place and time for the corrective discussion?
- Was your judgment justified, based on a realistic appraisal of the facts?

- Were your comments specific, and did they do justice to the truth?
- Did you suggest a remedy?
- Was your long-range relationship with the employee left unimpaired?

If your answer to any of these is "no," re-examine your handling of the situation. Did things go wrong because you were uncertain of your own views, or because your subordinate was doubtful about your good intentions?

If you can affirmatively meet the test represented by all six questions, you have mastered the art of effective corrective criticism.

*Extracted by permission from adaptation of "The Executive Interview," by Benjamin Balinsky and Ruth Burger which appeared in the January 1960 issue of Supervisory Management.*

## The Act of Caring

■ Most of us shy away from being tagged soft or sentimental—and rightly so. These days we're bombarded on all sides with the "soap operas" and the "tear jerkers," and we've become satiated with the synthetic sweetness of the "dogooders."

But there's a world of difference between sentimentality and caring. Sentimentality is a passive state in which the individual merely indulges himself in his emotions. Caring, on the other hand, is an affirmative act in which we concern ourselves not with our own feelings but with the needs of others.

The ability to care is now recognized as a major element in the personality of the successful leader. Here are some of the ways in which he shows that he cares for his people:

- ... he recognizes their individuality;
- ... he helps them achieve their goals;
- ... he takes the trouble to learn what makes them "tick";
- ... he takes responsibility for them;
- ... he helps them build their independence through personal growth.

*Reprinted from "Memo Book," December, 1958 Research Institute of America 589 Fifth Avenue, New York 17, N.Y.*

# For More Effective Membership Participation

By JOE SNYDER

**F**OR a long time I have believed that member participation is the most fertile field we have in the rural electric program and, without a doubt, the most neglected. Knowing that this participation stood between the success or failure of our program, I decided last spring to better inform some of my neighbors myself.

One evening I invited eight of my neighbors to our home to discuss their rural electric system as a board member sees it and to hear their comments and reactions. We launched into several hours of discussion, equipped with a blackboard, monthly report, balance sheet and my 25 years of experience as a board member. I explained the purpose of the meeting and that my opinions would reflect that of our entire board, not just myself. The time sped by and we discussed topics such as the following:

- What is a co-op?
- How and why does a rural electric co-op exist?
- The many problems the cooperative encounters at the local, state and national levels.
- Who owns and control them? (The members, and they must care for them.)
- Rates as they affect members.
- Our own generation and why we must have it.
- The Area Coverage Covenant and the 2% interest rates.
- The member's place in the success or failure of his co-op.

Gratified by my first experience and now realizing that in a warm, friendly, relaxed atmosphere our members will express their opinions freely and take an active part in the discussion, I proceeded a few nights later to meet with a group of younger men, all around my son's age.

They proved to be more of a challenge and I had to provide more background for them, but they raised good questions and showed that they were interested in being better informed—learning more about their own co-op.

A director for the past 26 years, Joe Snyder, vice president of Carroll County REMC at Cutler, Ind., was one of the cooperative's original incorporators. He has served as first AAA Township Supervisor, Farm Bureau Co-op Director and Farm Bureau Township Chairman. Snyder is a director and incorporator of the Hoosier Telephone Co-op. His greatest avocational interest is in community improvement activities for the benefit of children.

I know that if each director would take the time to hold some of these small meetings with groups ranging from eight to fifteen members, we could reach about the same percentage of members as come to the annual meeting and far more effectively. This surely is one of the duties of the directors to willingly try to answer their neighbors' questions, but above all listen to their suggestions and comments.

As I view our future today, we are all standing at the turning point and, if our great rural electric program is to survive, there are several things that we must remember. We must continue the crusade to electrify rural America and continually strive to develop more support for this crusade among those who may be disinterested and even apathetic.



Watching Joe Snyder's demonstration at the blackboard are (seated, left to right): Clark Metsger, Mark Garrison and M. Keith Snyder. (Standing): Bob Toler, Fred Rodkey, Ralph Toler and Dalta Myer.





By JAMES D. KELLY

**W**HAT is a management audit? That question would receive many different answers if asked of a systems director, manager or key employee, but one central idea would prevail in all answers—the word “appraisal.” To some management employees, the management audit may mean an organization study and the development of a wage and salary plan.

One of the many findings during the management audit could reveal the need for a detailed analysis of the organization structure—an organization study. However, let us look to individual and workable definitions of the words “management” and “audit” and then apply the words in combination to a process for review of system management and the corresponding effectiveness of operations that result therefrom.

#### Emphasis in Management

Management institute, workshop and seminar programs, as well as formal academic courses in business administration, place considerable emphasis on the management functions—Planning, Organiz-

ing, Directing, Coordinating and Controlling. This is the PODCC which every system director and employee has heard many times in training programs. If PODCC represents the principal functions of management, what is management?

Management is the art of developing appreciation for and directing appropriate attention to achieving objectives through a systematic and appropriately balanced goal-setting process. This must be done with sufficient attention to factors and situations involved in PODCC. The reader may readily feel that such a management job can be accomplished only under conditions which exist in utopia.

However, we cannot find fault with the development of objectives that extend far into the future if we are setting goals that are being achieved and such achievements are represented by measurable results. There can be no quarrel with the setting of long-range system and management objectives but they are meaningless if realizable goals have not been set in an environment favored by effective management practices.



The audits of management review the appropriateness and effectiveness of the practices from the board of director level down to the employee on the lowest rung of the ladder. The audit is this review—and it can be accomplished from within by the staff assistant or other management employee but, in many situations, it will be more effective if accomplished by an individual from outside the organization.<sup>1</sup>

The audit process involves in independent appraisal of the system to assist management in achieving the most effective administration of the operations of the organization. It is a review of the system's internal administrative control to determine the best management practices that can be used to assure efficient operations. In summary, the management audit is a system of review for the entire electric utility or other organization to observe the workings of the various elements of the system of control which will assist in the

<sup>1</sup> "The Cooperative's Own Management Consultant," by James D. Kelly, *Management Quarterly*, Summer 1960, pp. 12-13.



Jim Kelly joined the NRECA staff in May 1958. Prior to this he did small business consulting and college teaching and spent 20 years in the Navy Medical Services Corps,

serving last as Head, Personnel Management Training Division at the Naval School of Hospital Administration. He was reared on a farm in North Dakota, graduating from Napoleon High School in 1937, and waited until 1949 to enter college. He holds an AA degree from Montgomery Junior College, Bachelor's and Master's degrees in Business Administration from the University of Michigan. Additional graduate work has been completed at George Washington University, Washington, D.C.

improvement of the elements to keep the management and the board of directors informed as to the effectiveness of the overall utility system.

The management audit recommendations are based upon what has happened, **what exists at the present**, and where the combination of past experience and present resources can be used for future management improvements. To furnish a better idea on how this can be done, we can raise questions and review broad areas which are studied, analyzed and appraised in the course of the management audit.

#### The Areas of Concern

**"Socio-Economic Function of the Enterprise"**—a high sounding phrase? High sounding, but very meaningful for the electric distribution system. What distinctive characteristics have been acquired since the original organization? Are the characteristics as evidenced in everyday operating practices suitable to the ideals, objectives and goals of a cooperative or publicly owned enterprise? The organization which was chartered is not a person but it does have a personality. The organization's viewpoints have become those of the members, directors, management staff, and down the line to the newest trainee.

**Cooperative Structure**—What are the provisions of the charter, by-laws and other organization documents as they relate to the management of the enterprise? Are the provisions carried out in practice? Does management provide for a systematic review of these documents on a periodic basis?

**Board Composition and Function**—How are the board members selected, and does the selection process take account of suitable representation of member-consumer interests within the service area? Are there clear, complete and concise statements on board authority and function? Are the board meetings well-attended and, further, are they made interesting with a well-prepared agenda?

**Ultimate Source of Authority**—Are the member or other owner groups kept completely aware of their ultimate responsibility for determining the direction in which their electric distribution system will move?

**Financing, Earnings, Facilities and Stock Levels**—Is there a long-range plan that has been tied to the need for funds?

Are sources and application of funds statements prepared on an annual basis to translate long-range plans into short-range receipt and expenditure policies? Is there an adequate policy on reserves? What are the earnings on operations? Is there a policy to provide for the allocation of margins? Are warehouse and/or store-room facilities adequate and at what cost are the inventory levels maintained?

**The General Manager in Relation to the Board**—What relationship does the manager have in his contact with the board? Are there policies that provide for recognition of the manager's responsibilities and the corresponding delegation of authority? Does the board make it easy or difficult for the manager to perform his job as the principal operating executive? Does the manager recognize and perform his two major functions in appropriate balance? Are the recommendations that are made to the board well formulated and documented?

**Improvement, Investigation and Research**—Has the electric distribution system provided for a staff position or the performance of key staff functions by an existing department head in addition to regular duties? Attention to these key staff functions will enable the cooperative to provide continuing study, research and creative work for the improvement of its services. Does each member of the management team recognize his staff functions in relation to the total job of the manager and other department heads? Has every effort been put forth to carefully analyze potential markets within this system's service area? Continuing research is needed in this area and many others. Are reports periodically made to the board that present a detailed analysis of the system's potential market?

**Policy Formulation and Interpretation**—Who formulates the cooperative's policies? Are they formulated by the manager and his management staff and then presented to the board for review and appropriate action? Does the board recognize its role in making decisions on policies which have been formulated by management? What practices are used to insure that all policies are properly interpreted and understood by all cooperative employees and the membership?

**Work Planning and Organization Goals**

—Are plans formulated by the manager and his staff which outline annual work programs? Are these programs realistic and relate to specific goals? Are there time schedules prepared which are a part of the work program and constitute controls to insure accomplishment of the goals?

**Setting Up the Organization Structure**—Has there been a detailed study of all functions, authorities and relationships within the electric distribution system? Have the lines of authority been clearly interpreted to all personnel in order that the flow of communications may be effective to accomplish the organization's goals? Have position descriptions been prepared after all functions have been completely analyzed? Has an organization plan been developed that is appropriate to the work to be accomplished? Is the organization plan observed in practice? Is there a statement of organization principles which the board has reviewed and acted upon to provide for an organization plan?

**Staffing and Developing Personnel**—Has a staffing pattern been provided in order that employees may know what types of on-the-job training and experience will qualify them for vacancies which occur in other units within the organization?

Are there qualification standards that have been developed for each position to inform all persons of requirements of knowledge, experience, attitudes, abilities, and skills to fill the position? Are employees selected against these pre-determined qualifications or specifications which have been set? Have projections been made for requirements that involve periods in the near and distant future? What sort of a program exists for the recruitment of the employees both from within and outside the organization? Has a systematic plan been developed that will provide adequate training for all employees? Is there an appraisal which will enable employees to fully realize their potentials and develop their abilities to the fullest extent?

**Maintaining Morale and Human Relations**—What are the communication practices that exist? In other words, have systematic procedures been developed which would enable all employees to re-

ceive information about future actions that will affect them? Are the policies, plans and decisions appraised in light of their effect upon persons? Has a consultative management point of view been put into practice? Is there evidence of it being practiced? Have policies and schedules been developed for wages and salaries which are based upon levels of responsibility? What forms of recognition are provided for the employees for a job well done?

**Management (Supervisory) Direction—**In this area, we are again concerned with consultative management practices but, in addition, we need answers to certain questions. Are work assignments fair and directions clear and complete? Is domination the prevalent method used to obtain results or are they obtained through democratic leadership? Are standards of performance known? Is there by-passing of organization channels without effective notification? This usually involves employees who go beyond their own immediate supervisor, receive instructions and carry them out without notifying their own supervisor. An example of this practice is the lineman receiving instructions direct from the line superintendent and failing to

notify the line foreman, the lineman's supervisor.

**Maintenance of Coordination—**Are the defined channels of communications down, up and across organization lines used and have such channels been included in the formal organization plan? Does each organizational unit fully understand how its work affects other units within the organization? Is there sufficient time permitted to practice effective coordination within the organization?

**Use of Management Controls—**What does controlling mean to the directors and the management staff of the system? Are controls used on a preventative basis or a restrictive basis? In practice does management concentrate on administrative decisions which deal principally with the exceptions or do they devote considerable portions of their time to routine, repetitive day-to-day operations? Has management made use of non-statistical controls such as observation, conversation and staff meetings? Are there qualified people who are willing to act within the framework of established key indicators in performance areas that are important?

Has every control area been adequately appraised and questioned, both in terms of needs and costs? Are delegations clear? Have responsibilities been assigned with appropriate authority delegated? Does the person in the position to which authority has been delegated recognize his responsibility for reporting upward? What emphasis has been placed upon responsibility or management accounting? This is essential in order that all responsible personnel will have the information to do their jobs.

What use is made of budgetary controls? Is the budget planning process one that will enable all key personnel to properly understand the basis of the budget and how it was prepared? Have desk procedural manuals been prepared that will provide instructions to all employees on repetitive operations? What sort of internal check procedures are being utilized? Has sufficient attention been given to separation of duties in order that one individual does not handle all elements of a transaction? What sort of reports are submitted upward through the various supervisory levels to the manager?



"Sometimes I worry a teensy bit about our corporate image."

**Public Relations**—Has a program of employee relations, employee training and member education been recognized as an excellent tool for a very good public relations program. Have the employees received training in effective public relations practices. Are key persons in the community kept informed on the system's operations? Does management cooperate with other cooperatives?

When these management areas have been reviewed through use of appropriate questions followed by study and analysis, a meaningful management audit report can be prepared. The report will provide management with the basis for a three-to-five year plan that represents a management improvement program.

One essential part of the total management improvement program will be an organization study to determine the changes required to put an effective management program into practice. The objective of the organization study is the establishment of a sound organization structure that will assist the manager and his staff in providing the most effective leadership and working relationships among the employees.

The objective is achieved by analyzing the activities and relationships involved in all employee functions. It starts with a detailed list of things which the employee does or gets done. Thereafter, written position descriptions are prepared which describe existing and desired functions with the appropriate relationships and position title. The positions are made a part of the appropriate department or other organizational unit where the most similarity exists to the assigned functions.

The development of a sound organization structure, with effective leadership and working relationships, will permit the system's work to be accomplished more efficiently and economically with higher satisfaction to all concerned.

#### Planning the Changes in the Organization

In planning the organization changes, there will need to be a time schedule for affecting the changes. Most rural electric cooperatives are highly centralized. The functions may have been decentralized but authority is the key to decentralization and real delegation of authority is

not found in practice on a large scale. However, this is a natural phenomenon if an objective analysis has not been made in determining the answers to the following questions:

- **How** should the electric distribution system be organized?

- **What** should be the limits for decentralization—that is, what responsibilities should be assigned for which commensurate authority is delegated?

- **What** degree of internal control (measurement) is essential to insure a system of checks and balances with an adequate system of reporting?

- **When** should the changes be placed into effect—that is, what time schedule will be set for the changes?

- **Should** all the organization changes be made effective on one pre-determined date or should the time schedule provide for effecting the changes gradually?

- **Who** should manage the various departments or other specialized units that are developed during the organizational planning sessions?

The foregoing questions are typical of the many areas of concern when planning organization changes. The changes are considered during an organization study and not the management audit.

#### Conclusion

In conclusion, the reader can see that a management audit is not an organization study. The objective in a management audit is to appraise management effectiveness for the entire system and develop recommendations which will have merit in the future. In an organization study, the objective is to study existing organization practices and then develop an organization plan which will enable the electric distribution system to carry out the recommendations made in the management audit.

The management audit should be the first step in developing a new or improved management program. Thereafter, the Board of Directors may determine that the second step should be an organization study.

# Another Look at the Staff Assistant's Job

By JAMES M. KILEY

Assistant Manager, Sioux Valley Electric Co-op, Colman, S. Dak.

**I** BELIEVE the goal of every rural electric Staff Assistant should be "to make an effective contribution to the management process and to stimulate growth and development of the people involved."

This presents a major challenge that can be met in the following ways:

- Becoming well-informed in the basic principles of management through continuous self-education.
- Gaining acceptance of his role by the entire management team.
- Developing techniques and methods of management suited to the needs of his own organization.
- Working towards making the Staff Assistant function a full-time job.

In many instances, the Staff Assistant "works his way up" through the organization, and assumes his role without formal management education or experience in this field.

## Self-Education Important

This lack of training can be off-set by self-education, but this is no simple task.

A myriad of books, pamphlets and magazines on the subject of management are available, but it is difficult to know where to start.

In the past few years, however, major strides have been taken toward providing rural electric people, particularly Staff Assistants, with guides to appropriate material. The NRECA Management Institutes have suggested good material, and the bibliographies in the Institute Manuals have listed additional reading matter.

The Staff Assistant should become well enough informed to be able to convert the principles of management into workable management improvements for his own organization.

## Gaining Acceptance

Only as the Staff Assistant becomes well-informed and effective in his actions,

will he gain the acceptance of his role by the entire management team.

This position is a new one in the rural electric field and, like anything new, it requires a "selling effort."

To "sell" the other people involved in management, he must demonstrate clearly the guidance and assistance he can provide. If he can discuss problems with them intelligently, always interpreting their problems in terms of the basic management principles, the Department Heads and Supervisors will soon recognize the value of his staff service.

## Manufactured Technique

Another pitfall facing the Staff Assistant is using what I refer to as the "manufactured technique."

New management techniques are con-



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tor for the South Dakota rural electric and has worked at Peoples Co-op at Rochester, Minn. Kiley attended St. Thomas College in St. Paul and the University of Minnesota. He was one of the first Staff Assistants in the rural electrification program and a recent recipient of the Advanced Management Achievement Award.



tinuously being developed, both within the rural electric program and in other industries.

The Staff Assistant reads how this technique worked at General Electric, and how that technique worked at some other corporation, or even in another rural electric cooperative. But these "success stories" provide no assurance that these same techniques will work for his own organization.

The Staff Assistant must recognize that he is dealing with management problems in a specific organization and with individual people within that organization. Once the Staff Assistant recognizes this, the problem of developing appropriate methods and techniques will be greatly clarified.

The staff assistant must accomplish his assigned objectives through authority of knowledge rather than position authority. He must be persuasive in his dealings with individuals in difficult functional areas, influencing their decisions through the power of logic, coordinating and phasing often divergent patterns of activities to the end that the overall objectives of the enterprise will be accomplished.

#### Full-Time Job

These foregoing statements show clearly that the Staff Assistant position in a rural electric cooperative requires full-time effort. If he is to become well informed in management principles, if he is to gain acceptance of the management team and if he is to provide workable management methods and techniques, he must spend all of his time to achieve these goals.

A review of how the Staff Assistant position has been established in a number of rural electric cooperatives shows that he has also been assigned line responsibilities. In many instances, the Staff Assistant is also the Office Manager, or the Power Use Man, or he has some other departmental responsibility. It may be argued that this is necessary in many small rural electric systems, but to me this simply represents another challenge to the Staff Assistant to demonstrate that the contributions he can make are worthy of full-time effort.

#### Pitfalls of Compromise

To combine the Staff Assistant function with another job is to compromise the effectiveness of both. Top management

must recognize that a part-time Staff Assistant will ultimately let his line responsibilities take priority over his staff responsibilities. Any rural electric system that has this condition cannot overcome it overnight, but I contend that it should be recognized and a plan for making the Staff Assistant's function a full-time job should be developed.

If top management in a rural electric cooperative will encourage a complete staff effort by the Staff Assistant, and if Staff Assistant's function a full-time job toward meeting these challenges, then, in my opinion, rural electric management will greatly improve and the results will be most gratifying.

### Modern Staff Functions

There are many conceptions and definitions of the staff functions. The staff should undertake the following functions:

1. Advises and counsels superiors and the operating divisions—this is the most orthodox view of the staff function. It places heavy emphasis on the duty to investigate and supply information and recommendations to managers who make decisions.
2. Service—for greater efficiency, certain procedures that occur in many departments of the company are assembled in one service department, e.g., accounting activities, recruiting of personnel, etc.
3. Functional guidance — or functional control, as it is often called, describes the situation where the functional specialists determine the best methods or procedures to be followed and then have responsibility to check or audit to see that operating units conform to established procedures and policies. They do not have authority, however, to tell operating personnel what to do. This distinction is sometimes referred to in the following terms: "Operations determine what shall be done and who will do it, but the functional specialist determines how it shall be done."

Taken from the *Management Record*, December, 1960, VOL. XXII, No. 12



# What Do Your Members Think?

By NORMA RAYMOND

**T**WENTY-ONE hundred members of the Washington Electric Co-op at East Montpelier, Vt., received survey questionnaire cards raising pointed questions in such key areas as: quality of service, outages, rate structure, employee efficiency, and member interest and participation. Forty-four per cent of the survey forms were returned revealing these attitudes among the members:

Sixty-one per cent of those answering considered the service excellent, 34% good, only 5% answered fair, and 1% poor.

When queried as to whether they were personally acquainted with their trustee, 51% answered "no," while 49% answered affirmatively. A problem area, which most cooperatives seem to share, concerned the opportunity to discuss problems with the trustee. When asked, "Have you had the occasion to discuss co-op problems with your trustee?" only 7% answered "yes," while 67% answered "no."

When asked if they considered the newsletter effective in keeping them advised of board activities, 75% of those surveyed answered "yes," while 21% indicated it only kept them fairly well informed.

Concerning employee efficiency, 86% said "yes," while 12% felt that "fairly efficient" was the proper evaluation of personnel performance.

On the question of appliance sales and service, the answers were preponderantly for having the cooperative continue this activity; 89% wanted it continued. Sixty-



MRS. NORMA RAYMOND is the busy secretary to the manager of Washington Electric Co-op, East Montpelier, Vt. In addition to her secretarial duties, she edits the co-op news-

letter, and engages in community, school and church activities.

three per cent indicated satisfaction with the caliber of service given on appliances.

This very high degree of member endorsement, interest, and participation is also stimulated at the annual meetings, where members use the "Phillips 66" technique of sparking discussion groups for the purpose of developing vital and meaningful questions concerning co-op operations for panel discussion. This method divides the larger assembly into small discussion groups of six neighbors who introduce such questions as:

"Is it possible to notify a consumer personally before a planned outage occurs?"

"Is it possible for women to serve on the board?"

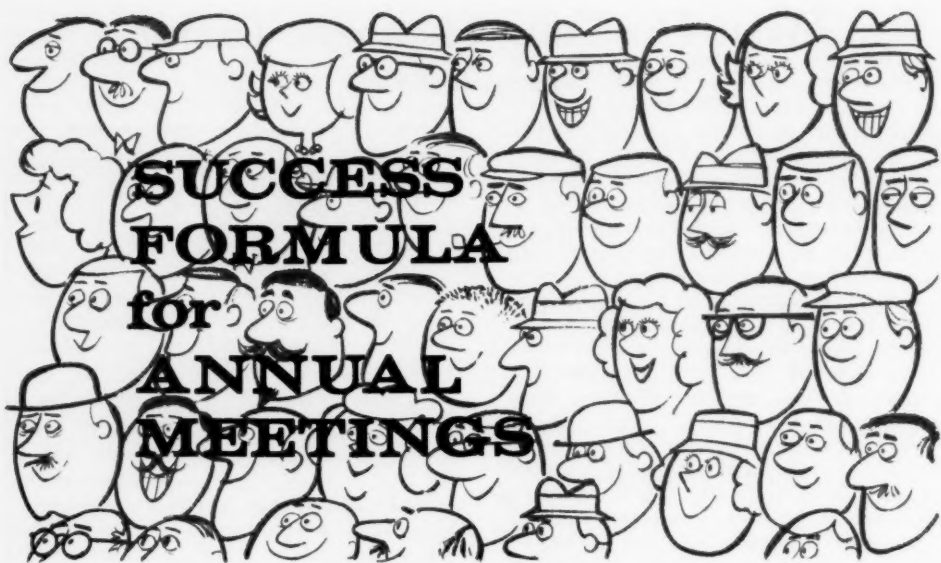
"How much does electric heating cost per kwh, and what would it cost to maintain an electrically heated home in this area?"

Such people as the board president, manager, engineer, and co-op attorney participate in the panel to discuss these questions. A roving microphone picks up key questions from each "66" buzz session leader. Such questions are usually directed to a particular panel member.

This combination of dynamic and personalized member participation at annual meetings, plus a periodic sampling of members' opinions assures the co-op of the membership's continuing recognition, participation, and support of its activities.



Group discussions stimulate consumer interest in co-op activities.



By WELTHA ORTON

**E**SSENTIAL ingredients for the scheduling of effective annual meetings include: planning, publicity, dynamic membership participation and leadership, good programming, plus countless hours of dedicated staff work. That's how Drake Rural Electric Cooperative at Greenville, Ohio, has for the past 23 years established an impressive record for annual meeting attendance and participation.

#### Dynamic Leadership Essential

High quality leadership, according to our formula, is most essential. Each and every meeting must be original and followed through by a person or persons with untiring energy and imbued with constructive ideas. A good leader must not only work hard and effectively himself but must be able to Plan, Organize, Direct, Coordinate, and Control the work of his various committees.

Today, the competition for one's time is extremely keen, therefore, we must compete with other organizations and activities for the members' time. Just as the local merchants, to be successful, must meet competition, so must cooperatives. Plan with enthusiasm so the day may be both exciting as well as interesting for all concerned.

Get everyone possible into the act. Encourage the services of as many members as possible throughout the year by selecting them well in advance to serve on the following committees:

**Advisory Committee**—Made up of members who meet quarterly with local board and manager, and other key employees to plan and discuss various co-op activities.

**Attendance Committee**—A letter from the board of trustees to a selected number of members advises them that they have been chosen to serve on the attendance committee and that their duty is to get as many of their neighbors as possible to attend their annual meeting.

**Nominating Committee**—A small group of selected members who meet and choose the list of nominees for the election—at least two for each position.

**Resolutions Committee**—Made up of various members to formulate the resolutions to be recommended to the members at the annual meeting.

**Program Committee**—Consists of one board member and other members selected by the board who will schedule time and assist in preparation of the program for the day.

#### Diverse Program

From the grand opening to final exit, the program should be nicely paced, and

to maintain interest your detailed program should include new goals, themes, and slogans. Get your welcoming committee out and greeting members at the entrance just as you would welcome them into your home. Remember it's one's first impression which lingers, so make it worth-while. Always begin your program at exact time designated. Schedule the best in entertainment. Member and employee participation in at least one act of the entertainment has had great effect. Publicize your program to your members through your newsletter.

"You shouldn't hide your talents under a bushel," the old saying goes, and this applies particularly to selling your membership on attending your annual meetings. Publicity must be well planned. All available media should be utilized, including press, radio, and TV.

Take a lot of pictures at your meeting. Put these pictures in the office on your bulletin board, in your co-op scrap book, or in your monthly newsletter. Advise the members how you plan to use them. It really helps.

#### Discussion Groups Helpful

The meeting area should be well lighted, ventilated, heated and arranged by blocks of seats according to district membership. Each section should be properly placarded. An attendance contest with prizes given for the greatest district turnout is an excellent promotional device.

The breaking into small discussion groups with a buzz leader designated is an excellent technique for the development of pertinent questions and problems representing member views. These questions are directed to a panel representing both the board and management of the cooperative for discussion.

They need that "stand and stretch" period. Have each person introduce himself to others near him. This is a good way to stimulate camaraderie and will do much to increase interest. It gives each one the feeling of belonging and assists in breaking the ice for the reports. Do make your reports brief, but always give the members the printed form which they may read at their leisure.

Financial reports should be prepared so they are easily understood by all members. The members' chief concern is "How is our co-op progressing?" "What did it

do this year?" "What are the plans for next year?" Too much detail, a lot of statistics, etc., soon prove boring, and once their attention is lost it is indeed hard to regain.

There are never too many prizes. The amazing thing is they prefer numerous small ones rather than one or two major items. In order to get things started, an additional gift or prize drawing for the first 100 people gets your meeting started on time.

#### Electing Directors

All members are interested in the elections of board members for their business—"Your Cooperative." Have the chairman of the Nominating Committee enlighten the group on the location of each nominee, the area he represents, and something of his background. We elect by secret ballot after nominations are closed and the results of the election are always announced before the close of the annual meeting.

Recognition should be given to board members for their fine leadership, to management for successful coordination and a job well done during the past year, to employees for their efforts and interests, and to all committees and members for their time and interest in carrying out a meeting in a truly cooperative manner.

Yes, we all know the formula, but blending the essential ingredients properly and correct timing, plus continuous dedication will bring you the desired result—more successful annual meetings. After all, the proof of the pudding is in the eating. How's yours progressing?



WELTHA ORTON has been the Accountant-Office Manager for Darke Rural Electric Cooperative in Greenville, Ohio for 23 years. She is a graduate of the American School of Shorthand & Business. She has been active in sparking the Ohio State-wide Accountants Association program for several years.

# methods improvements

## Reducing Filing Costs by 70%



Toni Warren, NRECA records analyst, demonstrates new shelf filing technique.

■ Open shelf filing recently adopted by NRECA is the answer to improved records administration, according to Toni Warren, NRECA staff Records Analyst.

Records retention is greatly facilitated in the following ways:

- Clear visibility of folders provide faster filing and finding time without sacrificing the overall efficiency of operation.
- Worthwhile savings in floor space and cost of equipment (unused floor space put to work—high tiers of shelving and reduced aisle space makes fullest use of available floor areas.)
- Ease of operation and the compact arrangement cuts down unproductive walking time and eliminates fatigue.
- Provides an easy and convenient means of shifting material to take care of expansion.



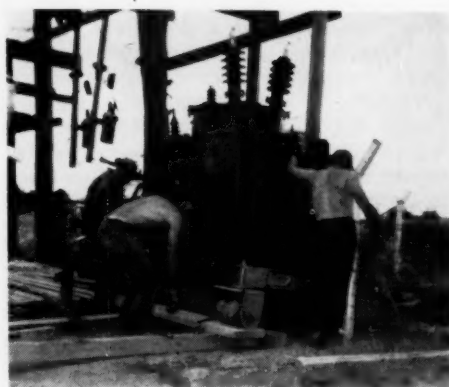
- Simple, accurate, neat and orderly filing is assured.
- It presents a better means of compression and the elimination of crowding.

Fifty percent savings in floor space has resulted and the time for finding records is cut in half, says Mrs. Warren, who also emphasizes that 43% less time is required to file documents with the open shelf filing plan, which is available through Group Purchasing vendors.

## Transformer Dolly

■ Placing in operation three 1250 kva transformers each weighing five and one fourth tons with only a thirty minute outage planned for each transformer was the service record established by Marias River Electric Cooperative, Shelby, Mont., as the result of a methods improvement developed by the line superintendent, Ted Barteau.

This intricate operation also involved the change-out of two smaller transformers and the exchange of a current transformer. According to Barteau, the giant 1250 kva transformers could not be handled by normal sling and crane method due to cooling fins and overhead



Dolly aids installation of 1250 kva transformer.

conductors which prohibited the normal lifting methods.

Faced with this dilemma, ingenuity saved the day as Barteau designed and completed drawings for a dolly constructed to support the giant transformer in such a way that the transformer hung on its base rather than resting on the dolly itself, thus permitting it to be lowered on its pad to be secured without difficulty.

The dolly, which is adjustable to any size transformer, is capable of being turned in an arc of 360 degrees with each wheel being guided and turned independently by steering bars.

This clever labor-saving device was constructed locally at a cost of less than \$400, says Superintendent Barteau, commenting on its adaptability in setting this heaviest and most unwieldy of transformers.

## Don't Overlook the Little Leaks

By MARILYN FRENCH  
Editor, Women's Publications  
The Dartnell Corporation

**I**F YOU want to know what's wrong with offices today, just ask the women who work in them. Business women taking a night school course in Chicago were articulate in answering this question. The group averaged about 20 years' experience in offices, so they knew what they were talking about.

Despite the material published about streamlined methods and cost-saving equipment, their four main "indictments" apply to many offices: (1) uneven work loads; (2) unwillingness to try new methods; (3) procrastination about buying equipment; (4) misuse or failure to make the most of equipment.

### • Uneven Work Loads

- a. Maintain effective controls to determine who is doing how much.
- b. Give recognition to those doing a really good job.
- c. Analyze each job to distribute the work more equitably.
- d. Rotate people in various jobs so they can pinch-hit if needed, avoid over-specialization, and learn new and challenging responsibilities.

### • Study New Methods

- a. Question every task: Must it be done? Is there a better way to do it? Could it be combined with some other job?
- b. Listen to employees' work-saving suggestions and give them a trial.
- c. Join and participate in management groups that exchange information on streamlining methods and improving office operation.
- d. Read business magazines that feature articles on better methods.

### • Up-to-Date Equipment

- a. Sharpen your pencil and figure the high cost of not buying modern equipment.
- b. Keep abreast of new equipment by reading office magazines and advertising literature, and attending business expositions (if at all possible) including exhibits of office equipment at your own National Association's annual meeting.
- c. Set up regular maintenance schedules for office equipment as well as a replacement policy.
- d. Keep track of repair costs to see when a new machine would be a bargain.

### • Full Use of Equipment

- a. Consider the location of office equipment. Is it placed near those who use it most?
- b. Are employees trained to use equipment properly? Can more than one employee operate major pieces of equipment so that there will be someone to operate it in case of illness, vacations, etc?
- c. Use good quality supplies—they're more economical in the long run.
- d. Is there a control system to deter misuse of equipment?

Companies waste many payroll dollars by not examining the flow of work or knowing who does what. With the continued shortage of good workers, redistributing the load may make it possible to get the work done without trying to find new people.



# *the board room*

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## Are the Wells Running Dry?

**M**ANY of the present day directors vividly remember the early days of their electric system when all that the system consisted of was hope and faith. They remember, too, the long day and evening board meetings, the struggle to secure membership applications and easements, together with all of the frustration and disappointments involved in final project approval and contract negotiations. But then, too, they remember the enthusiasm and the sense of mission. They remember also how this enthusiasm, this sense of purpose, overcame many obstacles in the way of success.

We find that today many directors are asking themselves this question: "Are the wells of enthusiasm and sense of purpose running dry?" Many directors have voiced the idea that they find it almost impossible to pass on to younger men—including their own sons—the urgency of building an ever stronger cooperative electric system. The very fact that the original directors did fight against great odds built in them a strength which they cannot find ways of passing on to younger men. Yet they fully realize that unless this hope, this strength, this desire to continue to build is sustained, there is danger of their own sons and daughters losing what their fathers have worked so hard to achieve.

Even though thousands of directors every day are recognizing this problem, they wonder just what can be done to correct it.

### Reaching Young Leaders

Some boards of directors choose minutemen from among young leaders of the community and then call those minutemen together periodically in meetings where the cooperative's problems, as well as expanding responsibilities are explained.

These young minutemen are also schooled in the benefits the cooperative has achieved in the past and in the benefits the cooperative must achieve for its members in the future. This in itself presents a challenge to younger men who become a source from which future directors can be selected.

A number of present-day boards are also inviting younger members of the system to sit in on three or four board meetings. This is followed by inviting another group of younger members to attend the next three or four board meetings. This technique provides an opportunity for young members to enter into discussions of the problems of the cooperative, giving them an insight into what the cooperative is striving to achieve in a way that they could not get in any other way. It is an excellent training ground for future directors. It is here that future directors are imbued with the ideals and objectives of the cooperative.

When a new director is elected to the board, he is encouraged to attend training sessions for board members in which the functions of the director from the viewpoint of the overall direction of the cooperative are discussed. Only the old veterans can imbue the new member with the "will;" the "way" can be taught in training sessions for directors.

### How Deep Are the Wells?

An equally serious danger is brought to our attention when we ask "Are the wells of management running dry?" Many of today's managers became associated with the systems at their inception, then grew up with those same systems. They learned as the rural electric system grew. In this way they were given the opportunity to learn at first hand and they developed themselves with their expand-





ing operations. Now, in too many instances, the opportunity for this kind of development is no longer present.

When a new man becomes manager, he becomes the directing head of many functions which have grown over the years. Unfortunately, he probably has not had significant experience in many of those functions. We have hundreds of department heads from among whom many new managers come. These potential administrators are specialists, however, and there is often no opportunity afforded them for management development.

We know that private industry pays considerable attention to the development of middle management, people from whom leaders can later be drawn for top management. Such a person learns all of the technical functions relating to the operation. This experience is then supplemented periodically with basic management training. These middle managers are later taught advanced management principles after they have had enough experience to understand the meaning and application of such principles. It is in this way that top managers are developed.

#### What Are We Doing?

Is this development taking place in our rural electric systems today? In some cases yes, but in too many cases—no. Generally, we have no branch plants or divisions in rural electric systems where an employee can be placed in complete charge. In many instances, the department head or subordinate is only expected to learn and manage his specialty well and is given no additional training in top management functions.

One of the chief criteria by which a prospective young employee judges the future employer is, "will I be given a chance to develop myself and thereby earn advancement?" The rural electric must provide this opportunity for growth in order to attract leaders of tomorrow.

Let us ask ourselves, then, what can be

done to overcome this deficiency? The supply of men who grew up with the system has already been exhausted in some cases.

A possible solution might be the rotation of department heads from one department to another. The condition which appeals most to aspiring young people is the creation of a climate in which the department heads who have demonstrated the ability and potential to become top managers are encouraged to develop, to learn, and to grow in their understanding of management responsibilities. They should also be motivated to participate in community activities and encouraged to participate in periodic management training in order to acquire an understanding of all management functions.

The continued strength of leadership in the rural electric systems must stem from the directors, managers, and department heads. The supply of capable people for these responsibilities must continually be replenished. Such people must be given full opportunity for development. The original leaders are passing from the scene. Unless greater effort is made to develop in the new staff members who are replacing the veterans, increasing vision and the ability to meet greater challenges—our wells of leadership will be running dry.

Because we regard our readers as a source of new ideas, we are extending to you a sincere invitation to express your opinions in the *Management Quarterly*.

We hope that you find the contents of the *Quarterly* thought-provoking. Our sole objective is to make this publication your most valuable management tool.

Write us, giving your opinions, criticisms or suggestions. A representative selection of letters will be published in a *Letters to the Editor* column.

THE EDITOR

# Member Leaders Spark Power Use Expansion

By CLARICE E. TURK

**D**O YOUR members understand the functions of your cooperative? Do your members assist you with your power use program? Do your members help to solve cooperative problems? Do your members help to tell the co-op story?

If your answer to some of the above questions is "no," maybe you would like to try our solution.

As member service advisor of the Mitchell County Electric Membership Corporation at Camilla, Ga., I am the only one employed in the Power Use Department, yet I have plenty of help through 76 dedicated volunteer assistants in carrying out a power use program with member participation.

Our system serves sections of 12 counties with over 8,000 consumers. Our power use program is broad, encompassing virtually every phase of electrical usage. The region served by the EMC is divided into four service areas. Each service area has a leader and a secretary selected from the membership.

In addition to the four service area leaders and the four secretaries, each

community has its own leader, making a total of 78 rural electrification leaders.

To effectively reach the entire membership, we work through these rural electrification leaders on special promotions or drives. They in turn select their own member committees.

## How Are Leaders Selected?

Through personal contacts and group meetings, we acquaint ourselves with consumers who are especially interested in our program. Next, we scan this group for those who have leadership ability, who are highly regarded in their communities, and who are generally free to attend meetings and they are selected as rural electric leaders.

## What Do They Do?

In January of each year, planning sessions are held in each of the four service areas with the rural electrification leaders to map the year's activities. The planning of separate area projects includes development of activities for each service area to meet its particular power use needs. Periodically, all areas participate jointly in special projects such as cooking schools, which are attended by members from the entire system.

Leader meetings are held quarterly in each service area, and yearly, usually in December, meetings are held with all the rural electrification leaders at the system office. Here each area leader and secretary gives a report of the year's accomplishments.

Training sessions for leaders are held to develop improved public relations techniques. The leaders, in turn, carry the information back to their individual communities.

If a community requests a certain program, the request is made to the community rural electrification leader. She contacts the area leader who gets in touch with us. We cannot fill all requests, so many times the area leader presents the program or demonstration to groups.

## Keeping Our Leaders Informed

At the beginning of each year, an individual personalized folder is given to



CLARICE E. TURK, Member Service Advisor, is shown in the demonstration kitchen at Mitchell County Electric Membership Corporation in Camilla, Ga. Prior to her 12 years with Mitchell County, she taught homemaking in Sale City, Ga. Mrs. Turk holds a bachelor's degree and has done graduate work in Home Economics at the University of Georgia.

each leader. This contains the power use program for the year. Promotion is set up in detail and the contents of the folder are explained to the leaders so that they can handle consumer inquiries effectively. The folders are kept current by adding pages at the quarterly service area meetings.

**Rural electrification leaders perform key functions:**

- Arrange for meetings in their communities.
- Give demonstrations in their communities.
- Assist in planning the power use program each year in January.
- Carry out a home and farm lighting program and a kitchen improvement contest.
- Carry out an all-electric home and farm contest.

- Help to plan and carry out a youth program.
  - Plan and hold cooking schools and publish cook books.
  - Write news stories for their papers.
  - Help with any promotions which the co-op sponsors.
  - Explain and answer member questions through direct contacts and phone calls.
- These leaders are indispensable to the success of the cooperative as goodwill missionaries and transmitters of information to the general public concerning the system and its operation.

Member participation has definitely resulted in greater understanding and acceptance of the co-op. We know that the 25,682 contacts made last year with the help of rural electrification leaders will win friends and influence people to live electrically and support the rural electric program.

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## Do's and Don'ts for Discipline

Did you know that discipline and discharge grievances constitute the largest single group of cases that go to arbitration? And that over 90 per cent of all union contracts provide for the arbitration of unsettled disciplinary disputes?

The key man in enforcing discipline is the supervisor. Here are some suggestions for building sound discipline and—if necessary—boosting management's batting average at the arbitration table:

- When a new rule is made, announce it, make **sure** everyone knows and understands it. Don't forget to inform vacationers and absentees about new rules on their return to work. An employee who violates a rule he knows nothing about can't reasonably be punished.
- When you enforce the rules, resist the human temptation to make exceptions. If a rule is not enforced consistently, you will leave yourself open to a charge of favoritism.
- Don't let a rule be violated "at the edge." Many organizations permit workers to wash up five minutes before the

shift's end. Workers often "edge up" on the wash period and quit work six, then seven, minutes early. If you let a "past practice" like this develop, a crackdown has little chance of being upheld in arbitration.

- Don't pad the reasons for separation against a discharged worker. If you want to separate him for a major offense, don't "strengthen" your action by adding, "you were also a chronic absentee, had a poor attitude, and were frequently tardy." During arbitration, the organization will have to prove every one of these charges; if it fails to prove them, the worker begins to look better to the arbitrator.
- Document all disciplinary action. If you give a worker oral warnings, make a note of each instance, including the date. When you issue written warnings, get a receipt from the employee so it can be proved he received the warning.

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*Condensed by permission from Supervisory Management, December 1960 issue.*



# THE LABOR FRONT

## Grievance and Arbitration Procedures Assume Increasing Importance

**R**ECENTLY the United States Supreme Court and the United States Court of Appeals held that the National Labor Relations Act gave the Federal District Courts authority to enforce labor arbitration agreements. In the light of these decisions it may be well to take a look at grievance and arbitration procedures.

### Handling Grievances

Grievances are points of difference or dissatisfaction arising out of the employment relationship. They may cover any gripes or complaints by an employee or union against an employer, or by an employer against his employees or the union.

Many collective bargaining agreements provide grievance machinery to settle differences which may arise between management and labor as to the interpretation or application of the agreement, and to pass on disputes arising in day-to-day working relations. This grievance machinery represents an extension of the collective bargaining process. It may be used to call attention to contract violation or individual injustices, or to meet situations not specifically covered in the contract itself.

Grievance procedures have now become largely standardized. The typical collective bargaining contract provides for:

- A method of initiating grievances;
- A succession of steps through which employee complaints may be processed from the supervisor and the shop steward to top management and the labor organizations; and
- Arbitration in the event a dispute forming the basis of the grievance cannot be settled by the parties themselves.

Differences in grievance practices relate to the scope of the grievance procedure, the matter of initiating grievances, the number of grievance steps, time limits and writing requirements, and the compensation of grievance representatives.

Some contracts place no limits on disputes which may be taken up through the contract grievance machinery. On the other hand, some contracts seek to limit grievances to complaints arising under the contract or relating to personnel as distinguished from business matters. Many contracts now permit management, as well as the unions, to present grievances.

### Why Grievances Arise

Grievances, except as limited by contract, commonly arise over a multitude of subjects such as job classifications, discharge, seniority, lay-offs, disciplinary action, promotion, transfers, overtime work and the like.

Many labor agreements are silent on the method of initiating grievances. However, the majority require that complaints be put in writing. It is felt that the requirement of a written grievance may result in dropping of petty or nonmeritorious grievances; it also tends to prevent grievances from becoming distorted in the course of processing through the grievance procedure.

The failure to comply with the contract requirement of a written grievance normally requires dismissal of the grievance.

Most contracts provide for successive steps in handling grievances. Usually the first step relates to a discussion between

by Walter Clayton



the employee or employees and the immediate supervisor, with or without representatives. If no settlement is reached at this level, the dispute may be appealed through successive steps of the management hierarchy and finally to arbitration.

As a general rule, if the contract sets no time limit for presentation, a grievance which occurs during the life of a contract may be filed at any time during the contract term.

The management representative for handling grievances at the first step is the foreman. At later stages of the grievance procedure, the department, division, or plant superintendent or a combination of them may participate. The shop steward usually takes up the grievance at the first step. At later stages of the grievance, other representatives of the employees often participate.

The National Labor Relations Board and the courts generally have held, in the absence of contract restrictions, that the employer is bound to deal with the grievance representatives selected by the employees.

#### Real Meaning of Arbitration

Arbitration is a method of deciding a controversy under which parties to the controversy have agreed in advance to accept the decision of a third party. Arbitration differs from two other common methods of promoting the settlement of labor disputes. It differs from mediation and conciliation, which are processes usually

initiated from outside and which the parties are at liberty to reject. Mediators and conciliators do not necessarily propose agreements but aim at persuading the parties to reach their own agreement.

The arbitrator usually determines the hearing procedure. He presides at the hearing. In the majority of cases hearings are as informal as the orderly presentation of the evidence will allow. The parties must be given an opportunity to be heard. If rights of a third party are involved, he is given notice and opportunity to attend the hearing. The parties are allowed to present evidence without unreasonable restriction and are permitted to cross-examine adverse witnesses.

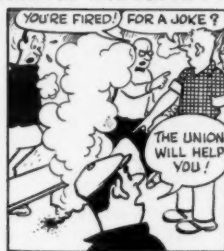
Arbitrators generally have wide discretion as to the observance of the rules of evidence. The parties are permitted to summarize their arguments at the conclusion of the evidence, but they may waive the right. If the parties desire to file written briefs or if the arbitrator feels that it is desirable, briefs will be filed. It is for the parties to decide whether to have a written record of the hearing.

The arbitrator renders an award which, by prior agreement of the parties, is final and binding.

The prevailing practice in payment for arbitration is that the parties divide the cost equally.

*Walter Clayton is Labor Relations Specialist for the Rural Electrification Administration.*

#### CAN YOU DISCHARGE AN EMPLOYEE FOR A LOCKER ROOM PRANK?



**ARBITRATOR'S DECISION**

**YES, WHEN IT ENDANGERS THE HEALTH AND WELL-BEING OF OTHER EMPLOYEES.**

*Based on a 1959 Alabama decision*



In Puerto Rico ....

## Helicopter Modernizes Line Construction

By FRANK J. DELEAR  
United Aircraft Corporation

**T**HE view from the mountain road high above the town of Cayey in southeastern Puerto Rico was magnificent.

It was a tranquil scene, except on the road itself. There a gathering of villagers and construction workers watched as a helicopter lifted into the air and came to a hover above a hillside that slanted up from the roadway. The grassy slope was all but obscured by power line poles neatly laid out in rows. As the group looked on, a man in white coveralls and bright red helmet quickly looped a rope from a pole to a hook beneath the helicopter. The connection made, the copter leaped higher, then darted away and dropped from sight into the valley just below the hillside.

### S-58 Sets 100 Poles Daily

Minutes later the helicopter was back and a second pole was borne away. The operation moved swiftly and surely along until, with only two flying hours logged, 40 poles had been transported and planted across five square miles of rugged mountain country. At that pace 100 poles would be set in five flight hours, or in one day's operation.

The poles were part of Puerto Rico's expanding system of rural electrification which is bringing light and power for the first time to many of the island's more remote areas. And the operation itself was another step in a pioneering program that is literally lifting utility construction into the air and transforming months of labor into days, and even hours, of work, and at a fraction of the previous costs.

The new tool of construction is a single Sikorsky S-58 helicopter. And the results, they believe, will be more power for more people far sooner than had been expected.

When the helicopter arrived in Puerto Rico in early January, 1959, the Puerto Rican Water Resources Authority and Sikorsky launched a joint experimental program to make sure the aircraft could do the construction job required. With Sikorsky pilot Lloyd Blanchard at the controls, the S-58 set 250 transmission line poles, carried in 100 sets of cross-arms,

and pulled 35 old poles out of the ground so they could be replaced by new poles. The program was judged a success and the authority bought the helicopter. It was the first time a copter had ever been purchased for full-time use in power line construction.

### A Welcome Change

Since last spring the Water Resources Authority has used the helicopter for a variety of jobs, and the benefits, direct and indirect, have been accumulating. One favorable reaction came from Puerto Rico's powerful agricultural interests. Sugarcane growers found it a welcome change to see only two men with shovels walk between furrows to prepare a couple of three-foot holes for helicopter installation of poles. Previously, four-wheel-drive trucks and sizable crews cleared swaths through income-producing properties. Power line construction was often delayed as much as eight months while a cane crop ripened and harvested.

One of the big jobs has been transporting the transmission line poles and placing them in holes.

### Large Savings Result

As the airlift progressed, it became evident that the Authority's annual transmission line pole-setting program could be done in one-quarter the time required by conventional methods. "Moreover, conventional pole-setting varies in cost from \$120 to \$380 per pole, depending upon the terrain," says Julio Negroni, the Authority's chief of engineering construction. "With the helicopter these costs are reduced to \$25 to \$75 per pole." As of October 31, Negroni estimates, the helicopter had saved the Authority about \$227,000, or roughly the price of the aircraft.

With the huge poles in place, the helicopter next sets the twin cross-arms atop the H-frame structures. The cross-arms consist of four 6-by-6 members up to 32 feet long. They weigh as much as 3,300 pounds complete with insulators and other hardware. While the copter hovers, line-



men on the poles use ropes to guide the cross-arms into place.

#### Stringing Conductor by Helicopter

Another new technique, this one still in its early stages, is stringing the transmission line cables by helicopter. The cable reel is set up on the ground and the cable, riding on pulleys attached to the tower cross-arms, is pulled over the towers by the copter. The wire is attached to a weighted fuel drum suspended 50 feet below the aircraft to make sure the line stays free of the copter's blades.

Of the five cables that make up the transmission lines, one must pass through each of the cross-arms, like threading a needle. Several techniques are being tried, with the chief aim being to reduce the time the helicopter hovers while a man atop the tower completes the threading operation.

The line-stringing job, first done in November, also promises to be a time and money-saver. Says Rafael Ramirez, who directs the Water Resource Authority's power division: "There is every indication that in this rugged country a mile of transmission line can be strung in one day

by helicopter at a cost of about \$1,500. With manpower alone, the best results are one mile of line completed in two weeks, and at a cost of about \$4,400."

#### Copter Is Agile

As it tows the lines, the helicopter moves slowly, flying in a near hover. In contrast, setting the rural electrification poles finds the copter hopping about with the agility of a hummingbird. The poles are spotted around, as Joe Raub puts it, "almost as though you took a pen and splattered ink spots on a wall." On a map of the area, each pole site is numbered. The poles bear corresponding numbers, for their equipment differs and they must reach the correct sites. An entire 100-pole area is covered by three two-man crews which move quickly about to be in position to meet the helicopter as it arrives with the next pole. Careful planning is required to keep the operation fast and efficient.

The rural electrification poles are carried completely "dressed"—fitted with transformers, cross-arms, lightning arresters, cutouts, insulators, and ground connections. Thus equipped, they weigh from 1,200 to 1,300 pounds each.

#### Removing Old Poles

Maintenance, chiefly the removal of old poles and the setting of new ones, is another job assigned to the helicopter. The S-58 simply lassoes the poles, pulling them one way and the other, and then yanking them out vertically like pulling a tooth. The potential work load is substantial, for the island has about 400,000 power poles, both transmission and rural, and the replacement requirement is about 20,000 poles a year.

Ultimately, the plan is to have the whole construction operation, from survey work to completion of the lines, designed around the helicopter. "We need to coordinate the use of the helicopter to obtain full advantage of the speed-up it offers," says Felix Cordova, head of the Puerto Rico Water Authority's Purchasing Division. "The aircraft does the pole-setting job so much faster than we anticipated that we must develop new work to keep it busy."

*Condensed by permission of Sikorsky Aircraft from "Electrifying A Rugged Land," article appearing in United Aircraft Corporation's "Bee Hive," January 1960.*



Setting a 65' H-Frame structure in transmission line by helicopter.

# Training Tips

## Conference Leadership

■ Leadership by conference is an important training device. There are generally six types of conference meetings.

• **INSTRUCTIONAL**—used primarily for the dissemination of knowledge and information. This type of meeting is characterized by **giving of information**.

• **SURVEY MEETING**—to secure people's opinions on an issue. Its main characteristic is the receipt of information. **The key word is to ask.**

• **INFORMATIONAL CONFERENCE**—The purpose of this type of meeting is to persuade the group through the way of logic toward acceptance of the idea given out. **Selling is paramount in this type of meeting.**

• **DEVELOPMENTAL CONFERENCE**—characterized by problem-solving. It has as its purpose the steering of a group from indecision into action. **The consultative approach is paramount in this type of meeting.**

• **RECONCILIATION CONFERENCE**—very characteristic of union-management bargaining sessions. The essence of this type of meeting is to guide a group having divergent views in an orderly path toward acceptable compromise. **The key word is to bargain.**

• **NON-SPECIFIC CONFERENCE**—a type of meeting not having a specific objective other than the development of harmonious social relations conducive to effective group action. The primary function of the conference is to get acceptance, not to superimpose one's views, position or opinion on the group.

• **ATTITUDINAL CONFERENCE**—a conference wherein a planned effort is made to shape individual and group attitudes through discussions, review of case situations and other motivational devices.

A conference must have a purpose—a purpose of gaining acceptance of an idea, a conclusion, a decision, a course of action.

## Naming It Is Important

■ "What you call a generalized supervisory training program influences the way it will be received," says Nat Glassman, manager of training for the 8,000 employee Linde Company Division of Union Carbide Corporation.

"Telling a supervisor he's going to get a course in supervision is telling him he doesn't know his job—especially if he's an old-timer. He thinks of supervisory training as something he doesn't want or need, an outright waste of time and effort. His participation will be begrudging at best."

This problem can be avoided by substituting some other title for the word "supervisory."

"One very effective substitute title is 'communications training.' The average supervisor will probably admit he'd like to know more about communicating with subordinates and bosses. 'Communications' is a word that doesn't imply doubt of an individual's ability or authority. It's a subject that easily leads into other supervisory skills and techniques."

Another way to accomplish the same thing, Glassman suggests, is to relate supervisory training to an acknowledged current need.

"If costs are a problem—as they almost always are—the program can be called something like 'supervisory cost-cutting.' Once this is covered, training can move right into basic supervision."

"The same thing can be done with safety, controls, discipline, etc. The important thing is to focus on something where the supervisor recognizes he needs help. This shouldn't require too much change in training content."

*Reprinted from National Foreman's Institute Supervisory Bulletin, January 9, 1961.*

## Foreman Training Aids

■ Helpful training aids for the development of first-line supervisors is found in the series of books published by the National Foreman's Institute of New London, Conn. These short, informative manuals written in layman's language are particularly designed to help the foreman become more skilled in supervisory practices.

The series, known as "Standard Management Practice," includes the following books:

- **The Foreman's Place in Management**, edited by T. G. Newton, Supervisory Training, General Personnel Department, Armstrong Cork Company, Lancaster, Pa.
- **The Foreman's Manpower Job**, edited by John E. Gagnon, Bigelow Stamford Carpet Company.
- **The Foreman's Production Job**, edited by A. L. Crest, Management Consultant, New York, and T. O. Armstrong, Director, Plant Relations, Westinghouse Electric, Pittsburgh.
- **Problem Situations in Foremanship**, Francis F. Bradshaw, President, Richardson, Bellows, Henry & Company, New York.
- **The Foreman's Training Job**, Essex Sutions Associates, New York, and Alan H. Tyler, Director of Training, American Type Foundries, Elizabeth, N.J.
- **Planning and Scheduling Awards**, Robert T. Bruce, Frank C. Brown Associates, New York, and Frederick W. Hornbruch, Jr., Engineer, Rath & Strong, Inc., Boston.
- **Human Relations and the Foreman**, edited by John P. Foley, Jr., Associate Director, Industrial Division, Psychological Corporation, New York.
- **Safety and the Foreman**, edited by John M. Roch, Manpower Industrial Department, National Safety Council, Chicago.
- **Methods Improvement and the Foreman**, J. W. Roberts, Management Methods Engineering, Johns-Manville Corporation, New York.
- **Foremanship Under Unionism**, edited by James J. Bambrick, Jr., Industrial Relations Division, National Industrial Conference Board.
- **Cost Control and the Foreman**, edited by S. J. Bennett, Frank C. Brown Associates, New York.

A review of these excellent texts indicates that they are written by people who are vitally concerned with the practical application of the principles, concepts and techniques of proper leadership at first-line supervisory level. They are recommended as valuable reading for your first-line supervisors and as references for your supervisory training programs.

## A Practical Approach

■ The initiation of methods improvement in any cooperative, large or small, is an essential step to cost control and improved employee productivity. In too many cases, methods improvement training has not been started simply due to the existence of the classic objection, "Our organization is too small," or "Our people must do too many jobs to apply methods improvements techniques." Both of these arguments may be easily refuted because experience has shown that the development of an inquiring, challenging attitude on the part of each employee toward the work he is performing will invariably result in better methods and lower costs.

The problem is to initiate training of the type that will assist each employee in an orderly analysis of the jobs he performs and to give him a basis for evaluation so he may develop improvements which are applicable and practical. The supervisor, prior to initiating methods improvement training, should check up to see whether all of the activities under his jurisdiction are productive, whether work motions and activities are kept as simple as possible, and whether the work flows smoothly from one step to the next and from one operation to another.

Practical questions such as the following should be asked in developing an approach to improving methods. Any employee could benefit by asking himself questions such as these:

- Is each step or operation actually necessary?
- Could any steps be combined to make a single step?
- Can any of the operations be divided to make logical parts of another operation?
- Is the order of work the best possible?
- Are there any operations another department could do faster or more economically?
- If I change any of my operations will the effect it has on other operations in my

own or other departments be good?

- Are there any filing operations, paper work, or reports that can be consolidated or eliminated?

- Are any operations duplicated at any point?

- What interruptions or delays occur and how can they be eliminated?

- Are the information, facts, and materials supplied in the most suitable condition for use?

- Will more information, preliminary work or other operations help do the work better?

- Are there any preliminary sorting operations that would make the work go smoother?

- Are there any sorting operations that could be performed in the course of the work that would speed up the operation?

- Is any particular operation a bottleneck?

- Can it be eliminated by job breakdown or some other method?

- Are there any employees with idle time who could be performing some operation?

- Are there any changes in specifications or orders that would help to make joint operations easier or more economical?

- Where work is checked for accuracy or quality, can spot checks be substituted for individual checks at each step of the process?

- Have the employees in your department been asked for their views on changes that might improve the work or efficiency?

Methods improvement training is a must, even for the small cooperative. Study after study has indicated that in the absence of such training, poor utilization of skills, improper work distribution and ineffective scheduling exists. In order for any supervisor, even one handling a small unit, to accomplish proper utilization of his people as well as high productivity and morale, it is essential that methods improvement training be initiated.

## Older Workers Do Produce

■ For some time co-ops, as well as employers in large and small cities, have encountered difficulty in finding qualified office workers. Could it be that we are looking for the wrong person? Are we

overlooking a valuable and qualified source of office workers?

The following data appearing in the April 1960 **Supervisory Management** magazine should provide us with information that could be of valuable assistance in selecting the most productive office workers. The figure 100 represents the base or average production for the group. Comparing the data, we have reason to believe that older workers have as high, or higher production as younger workers. In seeking new office workers are we making our recruitment more difficult by not utilizing the over 35 group?

### Average Output per Man-Hour of 6,000 Office Workers

(Indicated by indices. The base figure 100 represents average output of the total 35-44 age group.)

| Age Group   | Entire Group | Employees with<br>9 months or<br>more on the job. |
|-------------|--------------|---|
| Under 25    | 92.4         | 98.7  |
| 23-34       | 99.4         | 101.9   |
| 35-44       | 100.         | 101.9   |
| 45-54       | 100.1        | 100.8   |
| 55-64       | 98.6         | 99.5  |
| 65 and over | 101.2        | 101.1   |

## New Wage-Hour Bill

The Kitchen-Ayres bill, a substitute for the Roosevelt bill, has passed the House. This bill sets the minimum wage for employees presently covered at \$1.15 per hour without any provision for escalator adjustment. The hourly rate for employees not previously covered is \$1.00 per hour with no provision for upward adjustment, and there is no provision for overtime for newly covered employees.

The Senate has not yet reported a bill, but it is expected Senate consideration to a bill will be given in mid-April. Two bills the Senate has for consideration are S-895, which is generally very much the same as the Roosevelt bill, providing for a three step increase from \$1.15, and S-1457 which provides for a two step increase—\$1.15 to \$1.20 per hour.

# Apprentice Training Programs Pay Rich Dividends

By KARL B. CRAWFORD

Manager, Lorain-Medina Electric Co-op

**M**ANPOWER programming is essential to effective administration. Spot placement and the absence of planned employee developmental courses create not only a waste of human resources, but in some instances, a negative impact on consumer relations.

To fulfill both the need for additional employees and expand a member relations program at the same time is a real challenge, and one we face at the Lorain-Medina Rural Electric Co-op together with many other systems. Here is how we tackle our problem.

## Advertising for Apprentices

The following advertisement is placed in the April and May issue of the statewide newsletter: "The cooperative will accept applications for summer and permanent employment from students graduating from high school this year. Applicants must be sons of members in good standing and desire to either augment their funds before entering college or learn the general workings of an electric co-op by becoming an apprentice lineman, groundman or clerical assistant. Applicants must be over 18 years of age and present a satisfactory physical examination. Applications must be received prior to June 1, 1960."

A short resume of the above is also printed on the meter-reading cards for both months.

Very shortly inquiries are received by mail, telephone and in person. They cover such subjects as wages, hours, insurance, hospitalization, possibilities for advancement, part-time work available during college vacations, etc.

## Interviewing Applicants

During the first week in June all applicants are advised that interviews will be held on a certain date. To be in the group eligible for selection consideration, they must be available for interview on that date unless other arrangements are made.

Applicants bring work permits as required, Social Security number and record of a satisfactory physical examination. Interviews are conducted separately by the General Manager and General Superintendent. Applicants are then graded on their personality, school record, work interests, their physical ability to do outside work, knowledge of farm problems and need for income or college finances.

The manager and superintendent each make their own selections and compare their selections; where the lists do not agree a re-examination of the notes determines the best qualified. The list is then compiled beginning with the most desirable down to the least. From this, five applicants with one alternate are chosen. These are advised of their selection and requested to report on a given date.

## Assigning Apprentices to Jobs

The apprentices are assigned to various crews, line construction, light maintenance, tree trimming and staking. At the end of each of the first four weeks,



**KARL B. CRAWFORD** has been General Manager of Lorain-Medina Co-op for ten years. Prior to this, he was Regional Head and Section Head for REA and for 15 years previously engaged in engineering and management work for a private power company. He is a registered Professional Engineer and has attended Hiram College.



the foremen report on the work habits of each apprentice. At the beginning of the second month, and again at the third month, the apprentices are rotated to other crews.

Next, the work schedule is adjusted to permit those apprentices who wish to attend college to continue their education. Those remaining are given appropriate permanent crew assignments at regular wage rates. In the original selection procedure, consideration is given to the co-operative's personnel requirements such as: number of apprentices required for the ensuing year, replacements anticipated during the coming year and men needed for fill-ins during vacation periods.

## Don't Be A Back-Seat Driver

IF YOU GIVE A MAN a job to do, let him do it. One of a manager's hardest jobs is to delegate authority.

Industry needs managers at all levels who can make competent decisions. We won't get them until we learn to let subordinates make their own decisions. We can protect them from obvious mistakes, but if we anticipate every error, they'll never learn.

Probably everyone has had a boss at one time or another who was a "backseat driver." For example, there's the manager who:

... gives you your assignment, then proceeds to tell you precisely how to carry it out. He expects you to do it exactly as he would. Believes there are only two ways to do anything: his way and the wrong way.

... is interested only in your success, can't bear to have you make a mistake that might hurt your career. Saves you three or four times daily from your own folly. When you hook into a big one, he pushes you aside with "You'd better let me handle this one, son."

... doesn't tell you how to do your job, but when you finish, does it as it should have been done in the first place.

Delegation means letting someone else make decisions for which you are responsible. That's not easy. It means taking a chance, but mistakes often teach a great deal more than successes.

You can't hold a man truly accountable for a job unless you delegate to him—and

In the past three years, 141 such applications were received, 63 were interviewed and of this number 19 were selected. Today, seven are still employed by the system, six are still going to college, and six are in the armed forces.

We believe our training program has many advantages in that all apprentices are young men and classified according to special ability and work habits; all start at the bottom which makes for thoroughly trained personnel; all are from members' families (better member relations); and lastly, college applicants are afforded an opportunity to learn financial support to further their education through this training program.

let him use with minimum interference—enough authority to do the job the way he thinks it can be done best.

*Reprinted with permission of IBM*

## How Do You Feel About Teamwork?

■ How to make an effective contribution to the management process in your co-op and to work for the growth and development of the people involved should be the goal of every Staff Assistant.

Teamwork is fundamentally based on people's feelings and attitudes, rather than on their abilities. In the work group, the supervisor's attitudes are highly contagious.

Here are some of the supervisory attitudes that tend to kill cooperation.

### Toward other people:

- They are incompetent.
- They cannot assume responsibility.
- Some of them are probably untrustworthy.
- They lack "savvy"—experience and training.
- They are out for what they can get.

### Toward ourselves:

- We want to be on top.
- We resent certain types of people.
- We sometimes resent our own lack of success.
- Our own ideas are right.
- We don't intend to change.
- We're afraid of criticism.

*Taken from Supervisory Management, December, 1959.*

## Leading Ladies



**T**HE officers of the Nebraska Rural Electric Association have long realized the importance of the job being done by Mrs. Lucille A. Clema, Executive Assistant for the association and Editor of the **Nebraska Electric Farmer**. There is no statewide manager and her duties include those usually assigned to such a person.

In nearly ten years with the statewide office, Mrs. Clema has earned a reputation for being able to carry to completion any project undertaken by either the association or the magazine. Getting 12 issues of the **Nebraska Electric Farmer** out on time every year to the 50,000 families who receive this official publication of the statewide could be a full-time job in itself.

Each month's **Nebraska Electric Farmer** represents many hours of work for Mrs. Clema. But her efforts are not in vain because the magazine consistently brings home awards for being one of the best in its field. At the NRECA Annual Meeting in Dallas, the **Nebraska Electric Farmer** received the "Best in Photo Journalism" award in competition with 27 other rural electric magazines.

The magazine is just the start of her many activities in the NREA office at Lincoln. The association carries on many services and functions for which Mrs. Clema is responsible. One of these is an extensive legislative program which requires a close watch on Nebraska's unique unicameral legislature when it is in session. At crucial moments, she must rally the forces of rural electrification and provide witnesses to appear at hearings on bills affecting the rural electric program. During regular and special sessions, managers and directors of the 36 Nebraska rural electric systems are kept informed daily on legislative matters.

The planning and conduct of meetings also take large amounts of Mrs. Clema's

time. In a typical year, there are annual and semi-annual statewide meetings which require arrangements for housing, meals, speakers, panel members, special guests, and entertainment. A special feature of Nebraska meetings is a separate program of activities for women. The ladies in attendance see interesting demonstrations on electric equipment for the home as well as on general subjects.

Still another project calling for a portion of her time is the annual Youth Tour to Washington sponsored each June by NREA and its member systems, which conduct local essay contests on rural electrification. Several Nebraska systems send one or two high school students on an expense-paid tour of the nation's capital as a reward for writing the best essays. Planning starts many months before the trip and includes transportation, insurance, reservations and confirmation of the itinerary. Mrs. Clema holds a briefing session for the youngsters prior to their departure, and after their return prepares a script and a set of slides to aid the participants in giving talks about their trip.

One of the larger parts of the NREA program is the public relations program, keeping the public informed about rural electrification in Nebraska through releases to news media and making information available to those who seek it. Directors and managers are kept up to date with the **Nebraska Rural Electric Flashes**, a newsletter published every other week. Files are maintained with pictures, statistics and other information about rural electrification.

In spite of all these jobs at the office every month, Mrs. Clema is an efficient homemaker who takes pride in her home. One of her prime interests outside the office is her son, John Jr., who attends the University of Nebraska.

## Manager in Profile



**THE MAN:** Louie C. Spencer, Jr., manager of the Delta Electric Power Association, Greenwood, Miss., for the past 20 years.

**THE RURAL ELECTRIC SYSTEM** of which he is manager operates 5,230 miles of distribution line, serving 19,000 members in 13 counties in the Delta and hill area of northcentral Mississippi. Three branch offices serve members and there is an investment of \$10-million in the plant.

**HIS ACHIEVEMENTS:** Graduate of Mississippi State University; director of Leflore Bank & Trust Company, and Henderson & Baird Hardware Company; president of Leflore Farmers' Equipment Company, Greenwood; former president and presently member of Board of Mississippi Council of Farmer Cooperatives; past president of Lions Club; past president of Junior Chamber of Commerce; local and state winner, Jaycee Distinguished Service Award 1944-48; active in cooperative, civic and church activities; married and the father of three children; served on the NRECA Board of Directors and the NRECA Management Advisory Committee as well as presently member on the statewide board of directors.

**HIS VIEWS:** The role of a manager of rural electric system should be that of "spokesman" because he mirrors the true business character and climate of his system for his community, state, and nation.

Since his organization as an active industrial citizen of the community is directly related to economic, social, and political functions, the manager should participate in these functions. He can do this by first becoming active in those areas in which he is interested and best qualified.

Spencer has varied interests, among them: agriculture, banking and politics. He has served on the boards of directors of both financial and agricultural concerns.

"There is no question as to the value to the electric power association where a manager actively participates in local, state and national affairs," Spencer says. "Diversity of participation is important for several reasons. In my situation, it has certainly been helpful to me and beneficial to my association that I could sit on the board of directors of a bank, of a large wholesale hardware firm and serve as president of a large farm implement business as well as several other similar business affiliations.

"I have had the opportunity to at least learn and frequently appreciate the points of view of the banker, the hardware dealer and the farm implement distributor. On the other hand, I have had an opportunity also to point out something of my industry and to bring about a better understanding of our electric power associations. Most of us tend to live within our own 'industry world' and we should appreciate that others do the same thing. For a well-rounded community, it takes all industry—not just the electric power program—to make a basically sound entity."

It is also highly important that employees be "community-minded." Spencer believes that key employees should be selected on their ability to effect good public relations together with their prime qualifications to fill the post for which they are directly employed.

The next ten years, according to Louie C. Spencer, Jr., will bring more growth and development in rural electrification than did the past 30. With the expansion of industrial developments and suburban communities into previously rural areas, the whole concept and philosophy of rural electric systems must grow to meet the new requirements. The cooperatives' future success will be in direct proportion to their ability to adapt to the change by becoming better informed in modern management principles and methods.

"To assure ourselves a rightful place in the expanding economy, rural electric systems must plan for the future and constantly re-evaluate their goals and capabilities. The road to failure will only be travelled by those who do not plan for tomorrow."



## Director in Profile

**"T**he board of directors and manager must of necessity operate as a team if their cooperative is to move forward.

"This team must continuously carry on its work in line with objectives as identified through long-range planning. It is the duty of the board to provide direction and control for the achievement of the cooperative's goals. It is the duty of the manager to assume full responsibility in all areas of management.

"A carefully prepared budget will serve as an excellent guide when used in conjunction with reports of management to enable the board to obtain a complete month-to-month picture of financial operations. But the board must look at the total operation, not just the financial area.

"If the manager reports to the board on strictly managerial matters, and asks their advice, the board should only give their advice and make clear the final decision is the manager's to make."

**Thus speaks Arthur Jones**, president of the East River Electric Power Cooperative of Madison, S. Dak., secretary of the Lake Region Electric Association, of Webster, S. Dak., and president of Power Cooperatives Association, an association which proposes a large generation and transmission system for rural electric groups of six states.

Jones, with the help of two sons, operates a farm of approximately 1300 acres in Marshall County, S. Dak. They produce barley, wheat and corn and feed cattle, hogs, and lambs for market.

Jones was elected the 1960 "Man of the Year" by rural electric systems of South Dakota.

### State and Community Leader

He was one of the original workers instrumental in signing up members for

his local electric system in 1941. He is presently serving his fifth term as a state Senator in the South Dakota Legislature and is minority leader. He is also a long-term president of the Marshall County Elevator, Spain, S. Dak.

In commenting upon the board member's responsibility, Jones states that, "Public and member relations are of great concern to our board of directors. Actually, most of the board's routine business is closely tied to public and member relations. A board member should consider himself as a public relations representative of the members.

"The best guidelines for a board of directors in management are firm board policies. They should be formally adopted and should become part of the minutes of the board proceedings. These policies should not be iron-clad rules. They should be reviewed from time to time and perhaps modified or changed in order that new guides might be established to meet changing needs which will certainly take place if the cooperative is to do more than stand still."

### Believer in Power Use

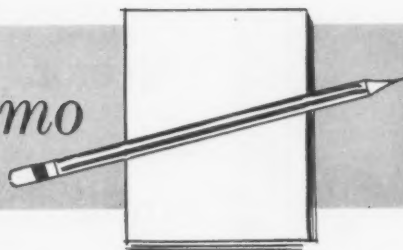
"The rural electric cooperative has a very real responsibility to members in instructing them in the use of electricity. Unlike the patrons of most utilities, cooperative consumers are the very persons who own the organization. Therefore, anything that can be done for the benefit of the patrons will benefit the cooperative.

"Acceptance of new power use ideas can be accelerated through information appearing in member publications such as news letters or the statewide paper or magazine."

Jones feels that member understanding and member relations are other all-important or key areas. He comments: "I believe that annual comprehensive reports of the affairs of the cooperative are important to the membership . . ."

"The board must adopt policies which are designed to promote a 'respected image' of the cooperative in the minds of people whose endeavors are in other areas of our economic and social life. Cultivation of such favorable climate is a great asset for any cooperative." In general, Jones believes that a rural electric cooperative director is the truly democratic representative or trustee of the organization of the members who are the patrons or owners."

# Management Memo



By ROBERT I. KABAT

Director, NRECA Management Services

**A**N EVER-increasing number of rural electric and telephone systems have undertaken management improvement programs—organization studies, development of position descriptions, job evaluation, wage and salary administration, performance appraisal, annual work planning, just to mention a few of the many important areas involved. It is heartening to see the results of such programs. But the degree of success of these programs can be measured by the amount of follow-through to make sure projects completed are kept up to date, growing as the system grows and reflecting changes in management techniques and philosophy.

## Where Is Follow-Through Needed?

A quick answer would be "Every area in your improvement program." For example, most of the positions in our systems are positions of dynamic growth. New services are undertaken in response to changing member needs, more planning must be done and more time spent on supervision, all of which result in increasing responsibilities. These changes should be reflected in the position description. Position descriptions shouldn't be static things, meaningless tools of a paper program. They should be revised, corrected and changed as the needs and requirements for the job are changed. They must be periodically reviewed and revised if necessary. Otherwise they'll become quickly outdated. If this follow-through is not undertaken, the organization plan also becomes quickly outdated.

If the responsibilities of the position change significantly, the position should be re-evaluated—not just placed in a particular pay grade of the wage and salary

plan at someone's whim. Follow-through is required to determine that the revised



description is referred to the evaluation committee to evaluate and determine any change in its relative position to other jobs in the system. If this isn't done, and positions are arbitrarily inserted in the plan, within a comparatively short time the plan becomes mean-

ingless and all resemblance to a systematic ranking of positions is lost. One only has to observe the effect on morale when employees see that the plan is being scuttled to fully appreciate the seriousness of this situation that has resulted from the lack of follow-through. What started out as a plan full of hope and promise ends up as a plan full of frustration and mistrust.

Follow-through also must be accomplished to make sure the ranges established in the wage and salary plan remain competitive. At least every two years, but preferably on an annual basis, a new labor survey should be made to determine the pay of comparable jobs in the area in which your system recruits personnel. A careful comparison should be made with this guide to make sure your wages and salaries have kept pace. If not, revisions in the plan should be recommended to the board. The revisions in your wage and salary plan, like your position descriptions, should reflect the dynamic aspects of the total program. They should not be static, but reflect changes in economic conditions and meet what those



who are competing with you pay for comparable positions.

#### Other Areas Requiring Follow-Through

Policies adopted by the board should be reviewed at least once a year to make sure they still meet current system needs. If not, appropriate revisions should be recommended to the board. Likewise, operating procedures must be periodically reviewed to make sure they still do the job. Plans should be compared with performance to determine if replanning is needed or if basic corrective action is necessary. This requires the establishment of meaningful controls.

A careful review should be made of the performance appraisal program to make certain that the appraisals are being conducted equitably. The performance reviews have the objective of helping your people to develop and improve. Training programs should be constantly re-examined to determine if they can't be made even more effective. Likewise, a good look should be taken periodically at reports to the board and membership to determine if more board and member understanding can be developed. Management improvement is a continuous process—requiring a constant search for better ways of doing things. Constant follow-through is the key to continued progress in your program for management improvement.

Certainly the manager is accountable to the board for the success of the management improvement program. It is his responsibility to make sure that proper follow-through is carried out. But in doing this, he needs help. The key person in providing this help is the staff assistant. He should become skilled in many of the management areas mentioned above and be able to offer the manager and the department heads valuable advice and assistance in this continuous follow-through required for a successful management improvement program.

#### We're One Year Old

This issue marks the first anniversary of the Management Quarterly. We believe that during the year we have been able to improve the content and format with each issue. But we know further improvements can be made. Won't you drop us a note telling us what you would like to see in the Quarterly during its second year, how it can be made even more valu-

able for you, your directors and department heads? We want your own management periodical to furnish you with new ideas, principles, practices and methods, all of which you can put to work in your rural electric or telephone system.

## New Firms Join Group Purchasing

In a move to further enlarge the selection of high quality office equipment and machines, several outstanding manufacturers have recently joined the NRECA Group Purchasing Program.

Prominent amongst these nationally known product lines are: Olympia Typewriter, Hermes Typewriter, Smith-Corona Typewriter and Royal Typewriters.

These three typewriters won top awards for 1960 in the **Consumer Reports**, objective study of office equipment

New categories of items are available to your member systems, including: after-hours depositories and safe files, by Diebold, Inc., of Canton, Ohio, standard forms, and office and warehouse systems and procedures installation, by Ross Martin & Company, Tulsa, Okla., Paillard-Bolex precision cameras and projectors, as well as some ten other new vendors of reliable product lines including office furniture, equipment and supplies.

A new and valuable service is now offered in systems and procedures analysis by several major group purchasing vendors. Standard Register Company of Dayton, Ohio and Acme Visible Records of St. Louis, Mo., both recognized as outstanding leaders in the field of forms design and systems and procedures development are assisting in a nationwide study of forms used by NRECA cooperatives with the view of standardizing such forms in the interest of economy and improved operations.

Volume II of the Group Purchase Catalog has just been issued, with 20 new companies listed offering 50 product lines. Volume I was issued last December. APPA members are now also eligible to order any items in these catalogs.

The Group Purchasing Program now represents every major vendor of recognized high-quality product lines offering discounts ranging as high as 35% of list prices for those systems utilizing centralized procurement of Management Services Department, NRECA.

# Annual Work Programs

By WESLEY JACKSON

**A**NNUAL Work Programs can be a most useful tool in carrying out an effective management program. Although very little information has been formally compiled and published on this subject, a little creative imagination on the part of the manager and his staff will produce an Annual Work Program that will be "tailor-made" for his rural electric system.

Annual Work Programs may be either detailed "task lists" or generalized project areas as required by the particular system. Past experience has shown that a generalized program is generally suited for a system with department heads who are capable of going forward with their responsibilities and authorities without detailed supervision. A detailed Annual Work Program may be desirable where department heads are hesitant to move forward without detailed guidance.

## Future Needs Dictate Requirements

Annual Work Programs should not be a projection of past experiences or activities. They should be based on needs of the future. Some systems have found that it is desirable to break the needs of the future into three categories, namely: (a) projects that must be done; (b) projects that should be done, and (c) projects that it would be nice to do.

Systems that have successfully used the Annual Work Program have found that it is necessary for the manager first to take a general overview of the system and determine the pace for the activities of the coming year. He might outline in general an aggressive program if he feels that the system may not be up to standard in its various operations, and load growth is lagging. He might outline a moderate program if the system has observed good practices and is generally up to standard in its various operations and load growth is satisfactory. A manager might outline a conservative program for the activities of the coming year if economic conditions are on a downward trend or there are other unstable situations present that may make it desirable to more or less maintain "status quo" for the time being.

There are several means of establishing an adequate Annual Work Program. Eight basic steps have been developed and successfully used by systems who regularly develop Annual Work Programs. These are as follows:

- Hold staff meeting to determine scope and need for an Annual Work Program.
- Determine the objectives of the Annual Work Program.
- Determine criteria. (This is the manager's pace-setting guide.)
- Assign required study and research.
- Arrange for the coordination to develop the Annual Work Program. (This would be the duty of the Staff Assistant if available.)
- Assign to the department heads the preparation of departmental work programs—encouraging them to use their subordinate personnel to the fullest extent possible in the development of their programs.
- Arrange for the necessary coordination of planning of activities that cut across department lines.
- Review and get agreement of top staff

Wesley Jackson is now in his tenth year as manager of the Tennessee Valley Electric Cooperative. Prior experience includes Chief Engineer for the Lincoln County EMC at Fayetteville,



Tenn., and engineer for the Alabama Power Company. He was educated at the Vanderbilt University School of Engineering. Manager Jackson is one of the Tennessee managers who have completed the seven basic NRECA Management Institutes.

group on each department work program and on the consolidated work program.

- Make cost projection based on work measurement and other standard cost data.

Systems that have had experience in the area of Annual Work Programs have placed a caution sign on the idea of placing too much emphasis on the dollars while formulating the Program. They have advised that too much money cautiousness tends to restrict creative thinking and planning at the outset. The dollar sign should not be attached too strongly to the various projects until the complete program is assembled in its near-final form.

Once the Annual Work Program has been prepared and published it can serve a number of useful purposes. It can be used as a foundation for the preparation of the budget. Some systems have found it to be desirable to submit their Annual Work Program to their Board for conditional approval. After this they develop

the budget which is submitted to the Board. Approval of the budget then follows approval of the Work Program.

Desirable results have been realized by the systems who have initiated and continued the practice of preparing Annual Work Programs. They have found that their boards have relaxed their attitude of wanting to review or approve all the various details of operations, such as expenditures for equipment, etc. Coordination between the various departments improved because it was impossible in some areas for departments to prepare their Annual Work Program without the advice and assistance of other departments.

The final adoption of the Annual Work Program constituted clear-cut delegation of authority to go forward on the various projects. The requirement of close supervision or scrutiny by the manager was greatly reduced, and in many cases, almost eliminated.

The desirability of a good Annual Work Plan can be summed up thus:

**"THE BETTER WE PLAN THE BETTER THE OPERATING RESULTS!"**

## Mail Size Restricted By New Postal Directive

■ The United States Post Office announced restrictions which will govern the size and shapes of envelopes in first and third class mail. The new regulations are necessary, according to Post Office officials, because of increasing mechanization in Post Office processing of mail. The new rules stipulate the following:

- Minimum size mail that will be accepted is 3" x 4 1/4";
- All envelopes must be rectangular with a length-width ratio of 1.414 to 1 or more. Squares, octagons and irregular shapes are out. The long, Slim Jim shapes are acceptable;
- Third class mailers will be prohibited from putting envelopes with unsealed edges into the mail. This has an effect on double post cards, stapled post cards, and many other pieces of special direct mail or promotional items.

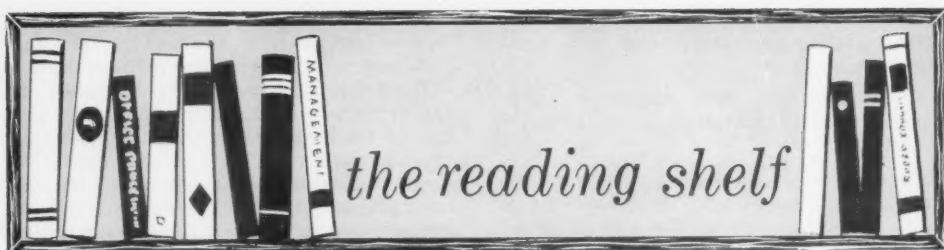
The Post Office, in making this announcement, said that the regulations will not go into effect until the end of 1961. This will permit the exhaustion of present supplies of materials not acceptable

under the new regulations. These were necessary because of the excessive labor involved in handling off-size envelopes which tend to flutter off conveyor belts and otherwise complicate mail processing.

## Executive Skills Most Needed

Five key skills needed by executives to solve the business problems of the 1960's are listed by **Nation's Business**:

- 1) **Ability to be flexible and adapt to accelerated change . . .** Recognize changes quickly, identify them properly, and act promptly.
- 2) **Ability to be imaginative and innovate . . .** Think in fresh, non-traditional terms, seeking new solutions and approaches.
- 3) **Proficiency in controlling and reducing expenses . . .** Maintain the proper balance between the quantity of output, its quality-value to the consumer.
- 4) **Ability to mobilize and motivate men . . .** Select, hire, develop, men carefully, helping them to make the most of their strength.
- 5) **Skill in coordinating and correlating forces within and outside of your company . . .** Integrate and coordinate all complex managerial functions.



**THE MANAGER'S JOB**, by Robert T. Livingston and William W. Waite. Published by Columbia University Press, New York, 1960. \$10.00

**T**HE editors of this book have effectively provided a service for busy executives by editing an excellent series of articles of particular interest to managers. The book is divided into six subject areas—each area containing several articles of interest by outstanding persons.

#### **Part I—The Job of the Top Manager**

Each manager is inclined to think his job is different, but the difference lies mainly in what is worked with, rather than in the management function itself.

There are several aspects of the job of every manager which are thoroughly discussed. These include: representing the organization, formulating and carrying out goals and policies, gaining understanding and acceptance, then effectively delegating to develop people and constantly motivating them to develop and improve.

The authors in this section discuss the loneliness of the top job, the harmony and conflicts, the problems of satisfying both consumers and employees, and making decisions on current and possible future problems.

#### **Part II—The Job of Any Manager**

Every manager is responsible for the discharge of certain functions. This is a universal process and varies only in degree of responsibility and complexity from level to level. This part of the book explores the technologies which a manager applies in getting his job done.

#### **Part III—The Manager and Human Relations**

Because of tremendous economic growth, today's manager must direct and control twice or three times as many persons as his predecessor of a generation ago. He must also deal with the public

agencies, civic organizations, consumers, suppliers and others, coordinating all these relationships smoothly and efficiently if his organization is to prosper.

In this section of the book, modern human relations techniques are discussed from the point of view of both the behavioral scientist and the psychologist.

#### **Part IV—Communication and Management**

Communication in an organization is the nervous system sending messages upward and downward. The manager gives orders down the line, but he must receive reports coming upward to keep him well informed about his organization.

To send a message is one thing; to be sure it is received is another, and to be sure it is understood by the recipient is still another. This is often a problem for the manager, for his language is usually quite different from that of the rank-and-file workers. Part IV gives an analysis of the communication process in terms of its three main factors: the originator, the intermediary, and the receptor.

#### **Part V—Development of Managers**

This section describes the terms "education," "training," and "development," concentrating attention on the third because of its pertinence to management. Various training programs are discussed.

#### **Part VI—Decision-Making**

Decision making is the lonely prerogative of the manager; logically he cannot share this responsibility with others and remain a manager. Attention is directed to decision-making and to the handling of problems the manager encounters.

This book is recommended as good reading, and because of its arrangement as a collection of outstanding papers, it can be read "piece-meal" without losing continuity. Although primarily written for managers, it would also be of value to those at the other supervisory levels.

# NRECA Management Services Presents

## . . . . Institute and Workshop Programs for You

|   |   |                       |
|---|---|-----------------------|
| Board's role in planning for directors                                |   | Institute VB          |
| May 22-23   | Biltmore Hotel, Oklahoma City, Okla.  |                       |
| Modern management principles, tools and techniques                    |   | Institute I           |
| June 5-7  | Alonzo Ward Hotel, Aberdeen, S. Dak.  |                       |
| June 15-17  | Kentucky  |                       |
| July 10-12  | Elkhorn Lodge, Estes Park, Colo.  |                       |
| Rural electric organization and wage and salary administration        |   | Institute II          |
| May 3-5   | Lafayette Hotel, Little Rock, Ark.  |                       |
| May 31-June 2   | Hotel Bancroft, Worcester, Mass.  |                       |
| July 13-15  | Elkhorn Lodge, Estes Park, Colo.  |                       |
| Leadership, motivation and human relations                            |   | Institute III         |
| July 17-19  | Elkhorn Lodge, Estes Park, Colo.  |                       |
| Management through participation and getting across to your employees |   | Institute IV          |
| June 20-22  | Holiday Inn, Indianapolis, Ind.   |                       |
| July 20-22  | Elkhorn Lodge, Estes Park, Colo.  |                       |
| Developing and appraising subordinates                                |   | Institute V           |
| July 11-13  | Asheville, N. C.  |                       |
| July 24-26  | Elkhorn Lodge, Estes Park, Colo.  |                       |
| July 31-August 2  | Mountain View Inn, Gatlinburg, Tenn.  |                       |
| Controls, measuring and board reports                                 |   | Institute VI          |
| June 14-16  | Western Hills Lodge, Wagonner, Okla.  |                       |
| July 27-29  | Elkhorn Lodge, Estes Park, Colo.  |                       |
| Career planning and self-development                                  |   | Institute VII         |
| July 31-August 2  | Elkhorn Lodge, Estes Park, Colo.  |                       |
| Improving supervisory skills and techniques                           |   | Institute II-S        |
| May 25-26   | John Milton Thruway Motel, New York Thruway Exit 35, East Syracuse, N. Y.                       |                       |
| Developing and using a systematic wage and salary plan                |   | Workshop I            |
| May 8-10  | Seminole Hotel, Jacksonville, Fla.  |                       |
| Retail rates  |   | Workshop III          |
| May 22-24   | Biltmore Hotel, Oklahoma City, Okla.  |                       |
| Labor relations   |   | Workshop IV           |
| July 17-19  | Wade Hampton Hotel, Columbia, S. C.   |                       |
| Improving office communication and paper work                         |   | Workshop VB           |
| April 18-19   | Sheraton Lincoln Hotel, Indianapolis, Ind.  |                       |
| May 18-19   | Majestic Hotel, Hot Springs, Ark.   |                       |
| May 22-23   | Heidelberg Hotel, Jackson, Miss.  |                       |
| June 19-20  | NRECA Building, Washington, D. C. (Hotel reservations to be made at the DuPont Plaza Hotel)     |                       |
| Managing the power use program  |   | Workshop VI           |
| April 27-28   | Chamber of Commerce Building, Billings, Mont. (Hotel reservations to be made at Northern Hotel) |                       |
| May 22-23   | Hotel Roanoke, Roanoke, Va.   |                       |
| Coping more effectively with the cooperative's legal problems         |   | Legal Seminar I       |
| June 12-13  | Pick Congress Hotel, Chicago, Ill.  |                       |
| June 14-15  | Nicollet Hotel, Minneapolis, Minn.  |                       |
| July 6-7  | Elkhorn Lodge, Estes Park, Colo.  |                       |
| July 10-11  | Majestic Hotel, Hot Springs, Ark.   |                       |
| July 13-14  | Commodore Perry Hotel, Toledo, Ohio   |                       |
| July 31-August 1  | Henry Grady Hotel, Atlanta, Ga.   |                       |
| August 3-4  | Convention Hall, Virginia Beach, Va.  |                       |
| August 14-15  | Mountain View Inn, Gatlinburg, Tenn.  |                       |
| August 17-18  | Baker Hotel, Mineral Wells, Tex.  |                       |
| August 28-29  | Ridpath Hotel, Spokane, Wash. (tentative location)  |                       |
| Conducting a rate study   |   | Retail Rate Seminar I |
| May 8-10  | Illinois  |                       |





*"Education is the acquisition of the art of the utilisation of knowledge. This is an art very difficult to impart. Whenever a textbook is written of real educational worth, you may be quite certain that some reviewer will say that it will be difficult to teach from it. Of course it will be difficult to teach from it. If it were easy, the book ought to be burned; for it cannot be educational."*

From *The Aims of Education*  
by ALFRED NORTH WHITEHEAD

